

FEASIBILITY OF ESTABLISHING AN
INTERPRETIVE ASSOCIATION FOR THE
OCALA NATIONAL FOREST

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Clemson Class of September 1985
Date of Paper: February 1986
Review of Paper: May 1986
Final Revision of Paper:

This paper was prepared as a student project in partial fulfillment of the requirements of the Professional Development for Outdoor Recreation Management Program at Clemson University. It in no way reflects USDA Forest Service policy nor are the opinions expressed those of anyone other than the author.

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Title - Feasibility of Establishing an Interpretive
Association on the Ocala National Forest

Abstract - The Ocala National Forest, located in Central Florida, is one of the most popular forests in the eastern United States recording 2,630,000 recreation visitor days in fiscal year 1984. The Forest offers a wide variety of recreation opportunities, including camping, swimming, picnicking, hiking, hunting, fishing, boating, canoeing, and water skiing. These opportunities, along with a mild year-round climate, convenient access, proximity to national tourist attractions, such as Walt Disney World, Sea World, Busch Gardens, Kennedy Space Center, Silver Springs, Cypress Gardens, and Circus World, insure that recreation visitor's use will remain heavy. In addition to tourists, fifty percent of the Florida population of 10,815,500 live within a 125-mile radius of the Ocala National Forest.

To more efficiently satisfy this demand for recreation opportunities, different and innovative methods of conducting business are necessary. One of the biggest challenges facing the Ocala National Forest is to provide a means of personally answering visitors' questions as to what recreation activities are available and where they can be found. This would not only insure the visitors of a more rewarding visit but also would help distribute recreation use more evenly over the forest. One possible way of accomplishing this objective is through the establishment of an Interpretive Association that could staff a visitor information center while being financially self-sufficient through the sale of publications, maps, visitor aids, and other objects directly related to the interpretive, educational, and overall enjoyment of the forest.

This paper addresses the pros and cons of Interpretive Associations and evaluates the feasibility of establishing an association. The paper concludes with a recommendation to the Forest Supervisor to establish an Interpretive Association for the Ocala National Forest.

EXECUTIVE SUMMARY

Title Feasibility of Establishing An Interpretive Association
for the Ocala National Forest

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The objective of this paper is to evaluate the feasibility of creating an Interpretive Association for the Ocala National Forest to meet public demand for information. Upon completion of the project, it is to be presented to the Forest Supervisor of the National Forests in Florida, along with a recommendation to establish an Interpretive Association. In completing this evaluation the author examined the present and projected recreation demands on the Ocala National Forest, the stated objective of an association, and the pros and cons for establishing such an organization. Existing Forest Service and Park Service Interpretive Associations were visited to observe the day-to-day operation of an association and to obtain first-hand insight from people directly involved with associations.

SUMMARY OF PROCEDURES AND CONCLUSIONS

Due to its geographic location, mild year-long climate, large local residential population, and proximity to many popular attractions, such as Disney World, visitor use on the Ocala National Forest is heavy. All indications point toward even heavier recreation demands on the forest in the future with the population of Central Florida expecting to double in the next three decades, along with continuous expansion of numerous major private tourist attractions. Seasonal demand on many of the existing Ocala National Forest recreation areas presently exceeds capacity, resulting in reduced visitor enjoyment, environmental damage, and administrative challenges. Other significant factors to be considered are continuing reductions in personnel ceiling and budget. All these factors indicate that new, innovative means of conducting business must be developed if the Forest Service is to effectively manage National Forest lands and resources.

One such alternative being explored by several federal agencies is the establishment of an Interpretive Association. Although associations have been in existence since 1920, their popularity has significantly increased in recent years for several reasons:

1. Increased visitor demand for recreation opportunities on public land.
2. The ability of the association to provide a needed service to the public that would otherwise not be provided.

3. The capacity of the association to generate revenue and be financially self-sufficient.
4. The renewed interest in volunteering.
5. The evolvement of an association from primarily being a guardian of historical information and artifacts to providing a wide range of services and information for the public's benefit.

In order to understand the benefits of an Interpretive Association, it is first necessary to know more about an association. In strict definition, it is a private, non-profit, tax-exempt citizens' group established to aid and promote the interpretive, historical, scientific, and educational activities of the host agency. In more practical terms, it is a group of friends of the Forest Service who are interested in furthering the interests and educational use of the forest. It can support itself through the sale of interpretive and educational items, such as publications, maps, visual aids, handicrafts, and other objects directly related to the interpretive and educational theme of the forest and the Forest Service.

What could an Interpretive Association offer to the Ocala National Forest? The answer to this question is SERVICE to the visiting public. The association staff could man information centers, and historical sites, and they could conduct tours and sell educational materials. By providing this service, the visiting public can become better informed of the recreation opportunities that are available and can be directed to activities that will closely satisfy their needs and desires. This will result in not only more satisfied visitors, but also will help distribute their recreation use more evenly throughout the Forest. In short, the association can greatly increase the Forest Service's ability to inform and assist the visiting public. This will result in a more enjoyable experience by the visitor while increasing the Forest Service's ability to manage the forest resources.

There are, however, obstacles that must be resolved concerning the establishment and operation of an Interpretive Association:

1. The Association must be incorporated under Florida state law as a non-profit tax-exempt organization.
2. Suitable facilities, which are conveniently located for the public, must be obtained.
3. Initial financing of facilities would be the responsibility of the Forest Service. Estimated costs to the Forest Service would be somewhere around \$50,000, depending on how elaborate the Forest Service chose to be.

4. The Interpretive Association itself must accumulate an estimated revenue of \$10,000, primarily to be financed by private funds obtained from membership fees, grants, bank loans or loans from existing associations. Once established and operational, the association could conceivably be financially self-sufficient. It would require approximately three years of operating before this could be realized.
5. There must be sufficient numbers of qualified members recruited to serve as the Board of Directors and to man the visitor information center. The center, at least in the beginning, would be staffed by volunteers. Later, paid employees could be expected to fill positions within the association.
6. Conflicts could occur between the association and agency personnel. Any venture of this nature should anticipate differences of opinion to surface. Resolving these conflicts would necessarily require time and patience.
7. There may be a heavy demand on Forest Service employees working with the association.

RECOMMENDATION

Based on information and observations outlined in this project, it is recommended that an Interpretive Association be organized for the Ocala National Forest. The public desperately needs the services which would be available through an association, and no other reasonable alternatives are available in which these services can be provided. The fact that an association can be financially self-sufficient also furnishes substantial credibility to its worth. It is recommended that steps be taken immediately to start the procedures for formation of an association with a target operational date of October 1, 1987.

I. INTRODUCTION

HISTORY

The Ocala National Forest was established by Presidential Proclamation on November 24, 1908, making it the oldest National Forest east of the Mississippi River. The procurement boundary of the forest contains 430,122 acres, of which 381,930 acres are under National Forest ownership. Approximately one-third were public domain land and the balance has been purchased.

The forest has enjoyed an active history of recreation use due to its many fresh water streams, lakes, rivers, prairies, and abundant population of wildlife. In the early years most recreation activities were directly associated with hunting and fishing. However, as time passed, transportation systems improved and recreation equipment became plentiful; many new forms of recreation became popular. Now the Ocala National Forest is one of the most heavily used forests in the eastern United States, and its popularity is projected to steadily increase.

CLIMATE

The Ocala National Forest is favored by an equitable climate, characterized by a long warm season and a short cold season. The annual mean temperature is 70.3 degrees. The warmest month of the year is August when the temperature averages a maximum of 91.6 degrees and the minimum averages 71.1 degrees. The coldest month is January with the average maximum of 70.0 degrees and the minimum average of 46.4 degrees.

The average annual rainfall is 53.21 inches, most of which occurs during frequent afternoon summer showers. The percentage of relative humidity averages about fifty percent during the midday.

The overall climate conditions greatly favor many forms of outdoor recreation. The climate not only encourages outdoor activities, but also creates a lush and often tropical environment in which the visitor can find solitude and serenity. The mild winter climate encourages thousands of northern residents to migrate to Central Florida during the months of December, January, February, March, and April.

TERRAIN

The terrain varies from flat to very gently rolling, sandy hills. The forest is bounded on the west and north by the Oklawaha River and on the east by the St. John's River and Lake George. The nature of the terrain lends itself well to most types of recreation, including hiking, camping,

picnicking, fishing, hunting, canoeing, and boating. The only detriment to the enjoyment of the general scenic beauty is the lack of elevated visitor points, but the presence of lakes, streams, ponds, prairies, and springs compensates for this deficiency. The Ocala National Forest has three major springs that produce rivers of crystal clear water, thirty-three lakes over one-hundred acres in size, and 162 small lakes within its boundaries. Also, the St. John's and Oklawaha Rivers and Lake George form most of the Forest boundaries.

LOCAL POPULATION AND NEARBY TOURIST ATTRACTIONS

The Ocala National Forest is located in the geographic center of the Florida peninsula (Exhibit A) within 125 miles of fifty percent of Florida's population of 10,815,500. The forest is comprised of lands located in Lake, Putnam and Marion Counties, with a majority of the forest located in Marion County. Marion County now has a population of 148,864, as of April 1, 1984, and has a projected population growth to 441,100 by the year 2020. In the decade from 1970 to 1980, Marion County experienced a growth in population of over 171 percent. This growth in population is characteristic of all Central Florida counties (Exhibit B).

The Ocala National Forest lies within one-hundred miles of such national tourist attractions as Silver Springs, Walt Disney World, Sea World, Circus World, Busch Gardens, Kennedy Space Center, Cypress Gardens, and the famous Daytona Beach area. Many of the tourists visiting these attractions also spend time in the Ocala National Forest. The presence of northern visitors escaping cold winter weather, combined with tourists visiting the many commercial attractions and local residential visitors, results in a heavy, yearlong demand for outdoor recreation opportunities in the Ocala National Forest.

TRANSPORTATION

The Ocala National Forest lies midway between Interstates 75 and 95. It is bisected east to west by Florida Highway 40 and north to south by Florida Highway 19. There are a number of paved county roads that also traverse the forest, and over four hundred miles of forest roads are routinely maintained by the Forest Service. The majority of the forest, its lakes, streams, ponds, and developed recreation areas are readily accessible via conventional passenger vehicles.

DEVELOPED RECREATION AREAS

The Ocala National Forest has eight campgrounds, five swimming/picnic areas, and two group campgrounds where user fees are collected. In fiscal year 1985, these areas generated over \$420,000 in recreation fee receipts. There are also thirteen other developed principal recreation sites where no fees are charged. The Ocala National Forest incorporates many other attractions, including the following:

1. Sixty-eight miles of Florida National Scenic Trails
2. Four designated wilderness areas totaling 27,000 acres
3. One-hundred miles of horse trails
4. Numerous designated canoe trails
5. Pat's Island, immortalized in Marjorie Kinnon Rawlings' Pulitzer Prize-winning novel The Yearling (1938)
6. Juniper Springs Mill House
7. Four youth camps under Special Use Permit
8. Juniper Nature Trail and Amphitheater
9. Five special interest areas

STATEMENT OF PURPOSE

The objectives of this paper are to provide information to demonstrate the need for an Interpretative Association and to evaluate the feasibility of establishing an Interpretive Association for the Ocala National Forest. The demand for outdoor recreation and the Forest Service's present inadequacies to satisfactorily respond to visitor demand for information are apparent. This unfortunate state of affairs is being worsened by a significant reduction in the district recreation budget and in personnel ceiling. Different and/or new concepts of managing business must be developed and implemented if the Forest Service is to fulfill its responsibility to the American public. The U.S. Forest Service is the world's largest supplier of outdoor recreation, but this is not reflected in its budget allocation and staffing patterns. In 1983, the U.S. Forest Service provided services for 40.2 percent of all recreation users at Federal areas within the United States (Exhibit C).

Even though all indications point to an increase in public demand for recreation, reductions in overall budgets and personnel ceilings still appear inevitable.

On the surface these conditions indicate that a self-supporting, public-oriented Interpretive Association would fill an important void in providing recreation information and services to National Forest visitors. But before initiating steps to create such an association, more research is necessary to insure that such an organization would be beneficial to the public, while at the same time not create significant administrative difficulties for the U.S. Forest Service. The purposes of this study are to evaluate the pros and cons of an Interpretive Association and to make a recommendation to the Forest Supervisor of the National Forests in Florida as to the feasibility of establishing an association for the Ocala National Forest.

II. LITERATURE SOURCES

Prior to beginning this project, it was necessary to develop an in-depth knowledge of what the purpose of an Interpretive Association is, its limitations, its strong points and its pitfalls. This was accomplished by visiting areas that had well-established Interpretive Associations, particularly the National Park Service, and by reviewing available literature concerning associations, particularly the U.S. Forest Service Interpretive Association Agreements and Handbooks.

The following literary documents were reviewed in preparation of this paper:

1. Forest Service Manual 1662.2
2. Interpretive Association Cooperative Agreement and Amendment No. 1 with the Cradle of Forestry in North Carolina in March 1972
3. Everglades National History Association signed with the U.S. National Park Service in June 1978
4. Sawtooth Interpretive Association signed with the U.S. Forest Service, December 10, 1972
5. Jean M. Hawthorne, June 1984 paper for the establishment of a Nonprofit Association on the Descanso Ranger District, Cleveland National Forest
6. Florida County Comparison for 1985, prepared by the Florida Department of Commerce
7. A packet of miscellaneous information provided by the Ocala Chamber of Commerce, Ocala, Florida
8. Smokey Mountain Park Service informative materials:
 - a. Great Smokey Mountain Natural History Association signed with the U.S. Park Service on May 2, 1978.
 - b. Great Smokey Mountain Natural History Association Annual Report for 1980 and 1982
 - c. Publication list for the Great Smokey Mountain Natural History Association
9. Drafts being prepared by the U.S. Forest Service:
 - a. Draft of New Interpretive Association Agreement
 - b. Draft of Appendix A, Handbook for Interpretive Association in the Forest Service

- c. Draft of National Forest Interpretive Association - Information and Opportunities Available to the National Forest
- d. "The Lands Nobody Wanted", by William E. Shands and Robert G. Healy
- e. "Recreation Facts," United States Department of Agriculture - Forest Service, Southern Region

The foregoing information provided considerable insight into the benefits offered by an Interpretive Association, the potential of the association to generate revenue, plus the possible administrative challenges resulting from such an organization. This information coupled with on-site visits to established Interpretive Associations at Everglades National Park, Great Smokey Mountain National Park, Chattahoochee-Oconee National Forest and the Pisgah National Forest provide the bases for findings in this paper.

METHOD

This portion of the project discusses the method employed to evaluate the feasibility of creating an Interpretive Association for the Ocala National Forest. The method used relied heavily on personal contacts with existing associations to evaluate the five issues described in the Home Project Prospectus prepared by the author in October 1985. These issues were as follows:

1. Could the association be organized in such a way as to meet the visitors' demands?
2. What facilities would be required for the association to function adequately?
3. How would the association and facilities be financed?
4. Could sufficient numbers of qualified members be recruited?
5. What administrative challenges would be created by the formation of an association?

The following established Interpretive Associations were visited or researched to obtain first-hand knowledge of their associations' potential:

1. Great Smokey Mountain National History Association (U.S. Park Service)
2. Everglades National History Association (U.S. Park Service)
3. Sawtooth Interpretive Association (U.S. Forest Service)
4. Cradle of Forestry in America Interpretive Association (U.S. Forest Service)

5. Brasstown Bald Interpretive Association (U.S. Forest Service)

The following were considered factual and were only addressed from an informational standpoint:

1. The heavy public demand for recreation information
2. The projected increase in visitor use on the Ocala National Forest
3. Reduced personnel ceiling and levels of funding for the Forest Service.

In addition to the aforementioned, personal contacts were made with the Forest Supervisor's Office, the Regional Forester's Office and the Washington Office with regard to Interpretive Associations. Considerable information concerning this subject was obtained from all of the above areas, but the most enlightening came from Jerry Coutant of the Washington Office.

Coutant's draft package entitled "Information and Opportunities Available to National Forests," contained considerable information concerning past and projected growth of federal Interpretive Associations. Much of his information was used in the form of exhibits in this project.

The author evaluated associations with regard to their effectiveness and discussed findings with the District Ranger and Supervisor's Office personnel. Existing and proposed association agreements were reviewed to insure that objectives could be possible without jeopardizing management's flexibility and latitude.

III. DISCUSSION

The public demand for outdoor recreation opportunities in the Ocala National Forest is steadily increasing, while the Forest Service's budget and personnel ceiling are decreasing at a rapid rate. Several recreation areas in the forest continually reach capacity before 11:30 A.M., especially on summer weekends and holidays.

Demand for outdoor recreation in the Ocala National Forest is in two distinct seasonal categories. The first category is the winter visitor (November 15 through April 15) who travels to Florida to escape the cold climate experienced in northern states. Many of these visitors who elect to stay at National Forest recreation areas are on fixed incomes and must closely manage their expenditures. Many of these visitors camp at non-fee areas and periodically move from area to area to avoid the fourteen day stay limitation. Campground areas that have user fees, but do not provide a full-range of utility hook-ups, are showing a small decline in use; on the other hand, areas having full hook-ups and honoring Golden Age

Passports are showing significant increases in use and revenue collected. For instance, the Salt Springs Recreation Area, which has full hook-ups, has gone from generating \$91,000 in recreation fees in Fiscal Year (FY 82) to \$183,000 in FY 85. Much of this increase can be attributed to the area's popularity with winter campers.

The second category of users is the summer visitor (May 15 through September 10), who are predominately Florida residents. This category of users has substantially increased in the last decade along with the population of central Florida.

The population of Marion County, Florida, where seventy-two percent of the Ocala National Forest is located, increased from 93,100 people in 1974, to 148,864 in 1984. The projected growth for Marion County by the year 2000 is 248,900. This same rapid growth phenomenon is true of the other central Florida counties. Fifty percent of Florida's 10,815,500 people now live within a 125-mile radius of the Ocala National Forest and much of the southeastern United States is within a one day drive of the Ocala National Forest (Exhibit D).

The second category of visitors is interested in all forms of recreation uses, but tends to prefer water-associated day use activities. This has resulted in heavy use of some of the more popular recreation areas that offer swimming. The user fee revenue collected from these areas has also doubled in the last two years due to an increase in use and higher fees charged. In FY 85, collected recreation user fees were over \$318,000 for the Lake George Ranger District, which comprises the northern half of the Ocala National Forest. The District recreation budget for FY 85 was \$314,000 but was dropped in FY 86 to \$234,581. Due to the reduced FY 86 budget, the Forest placed Salt Springs Recreation Area under Special Use Permit even though it had shown a considerable profit in FY 85. Another major recreation area, Alexander Springs, has also been placed under permit to a private concessionaire and a third major recreation area is being considered for early 1987.

One practical solution to overcrowded recreation areas is to inform users of other areas and alternative forms of recreation. The best opportunity to accomplish this is through one-to-one conversation with the visitor as he arrives in the forest or by telephone conversation prior to his arrival. Through this type of contact, the visitor's interests and desires can be most accurately determined and he can be informed of opportunities available to him. Many of these visitors can then choose to come during the week or use other less-crowded areas or activities.

Another problem facing the two Ranger Districts in the Ocala National Forest is the public demand on the District Ranger offices for information, advice, and maps. This demand has

grown to a point that has seriously affected the accomplishment of other duties. Many hours of each working day the district staff is occupied answering visitors' questions. Because of the nature and frequency of these interruptions, it has reduced overall efficiency of the district. There is no doubt that the public's questions deserve prompt attention; however, a more efficient and effective manner needs to be devised.

Another existing problem is the hours of operation. Many visitors' questions go unanswered on weekends and holidays because the District Rangers' offices are closed during these times and only a few scattered Forestry Technicians are on duty. The public is then left on its own to wander in search of a recreation experience. Consequently, many of these visitors end up at the more readily available, more heavily used recreation areas, only to find them full. The vast majority of these visitors are not familiar with the forest and do not have maps. If the visitor is fortunate enough to meet an on-duty Forest Officer, only a short conversation is possible because of the countless demands on the officer's time. The foregoing situation often leaves the visitor with a less than desirable experience that could have been prevented if he would have had the opportunity to discuss his desires with a knowledgeable individual who had the time to spend with the visitor.

Some other alternatives available to the Forest Service that could improve recreation services to the visiting public are:

1. Expansion of the volunteer program.
2. Expanded use of manpower programs such as SCSEP and YCC.
3. Place major recreation areas under concession to free up employees time to generate more personal contact with the public.
4. The construction and operation of a central visitor information center staffed by volunteers, SCSEP enrollees and Forest Service employees.

All of the above alternatives must be explored to the fullest extent feasible, but due to limited financing, reduced personnel ceilings, logistics, limited facilities, etc. they cannot satisfy the public's need for recreation information and assistance. The most realistic option available to the U.S. Forest Service to make it more responsive to the visiting public is the establishment of an Interpretive Association. The stated purposes of an association are to promote the educational, historical, scientific, and other values of the National Forest and to assist in educational and interpretive activities of the Forest Service. Establishing an association could provide a wide variety of benefits that otherwise would not normally be available (Exhibit E). What is also important

is that an association could offer these benefits at a greatly reduced cost to the Forest Service due its ability to generate revenue. Once established and in operation, it could provide considerable assistance to the Forest Service, including the hiring of full-time or seasonal employees to help man visitor information centers, historical or educational sites, and other areas of heavy visitor use.

In order to understand the benefits available from an Interpretive Association, it is first necessary to know what an association is. In strict definition it is a private, non-profit, tax-exempt citizens' group established to aid and promote the interpretive, historical, scientific, and educational activities of the host agency. In more practical terms it is a group of friends of the Forest Service who are interested in furthering the interpretive and educational use of the forest.

How does an association accomplish such high objectives? First, there must be some highly motivated and committed individuals within the Forest Service and a nucleus of equally motivated citizens interested in promoting sound use of the National Forest. These individuals must then select candidates for a Board of Directors, develop an interpretive association agreement, and incorporate under state laws as a non-profit tax-exempt business. The long term success of an association will be largely determined by the character of the initial Board of Directors; they will help form the personality of the association. Considerable effort should be expended to select this charter group with a cross-section of expertise. A good representation would include retired Forest Service employees, businessmen, bankers, lawyers, teachers, and conservationists. Retired Forest Service employees are important in that they possess an understanding of the overall mission of the agency and can help keep the associations' efforts within acceptable bounds. An official Forest Service representative will assist the board in an advisory role but cannot vote. His or her scope of the association's responsibility shall be limited to assuring that the spirit and intent of the agreement is fulfilled and to provide expertise to the association.

The next step is developing an Interpretive Association agreement. The Forest Service has standard Interpretive Association agreements that are presently in the process of being revised; (copies of the presently used agreement and the revised draft are enclosed) Exhibits F, G, and H). The presently used agreement is a simple document that can be easily completed. The Forest Service representative authorized to sign the agreement is the Regional Forester. On the other hand, the revised draft of the Interpretive Association Agreement has two proposed clauses that need further consideration. These two clauses are as follows:

1. The Forest Service shall provide the Association with incidental utility services at each assigned facility, including water, electricity, heat, air conditioning (if available), to the extent these utilities are requested for the operation of the building for government purposes. All other utilities will be provided the association on a reimbursable basis.
2. The Forest Service shall provide all general maintenance and repair services for the government-owned buildings.

Concerns with these two clauses are associated with the words shall and reimbursable. If the word may were substituted for shall, it would provide for greater flexibility in administration while allowing the association to be more financially self-sufficient. If the word reimbursable were retained, the accounting process could be significantly more complicated by involving unnecessary personnel and paperwork. It could also result in an obligation of forest funds that would have to be reimbursed directly to the U.S. Treasury and thus lost for forest use.

Finally, to become incorporated under state law, the association should seek the services of an attorney specializing in tax-exempt organizations (Exhibit I).

What can an Interpretive Association offer to the Ocala National Forest? The answer to this question is primarily a service in the form of personal and library contacts with the visiting public. The association staff could man information centers and historical sites, conduct tours and interpretive programs, serve as guides on nature trails, collect special visitor fees, and sell educational material approved by the Regional Forester. By providing these services, the visiting public could become more informed of the available recreation opportunities and could be directed to activities and locations that would more completely satisfy their needs. This would result in not only a more satisfied visitor, but also would help distribute the visitors' use more evenly throughout the Forest. The Association could also develop, print, and distribute brochures or other literature as deemed necessary by the Forest Service and the Association. In short, the Association could greatly increase the ability of the Forest Service to inform and assist the visiting public. This would insure the public of a more enjoyable experience while significantly increasing the Forest Service's ability to manage the forest resources.

In evaluating the feasibility of establishing an Interpretive Association for the Ocala National Forest, five major issues surfaced:

1. Could an Interpretive Association be organized in such a way as to meet the visitors' demand for information?

2. What facilities would be required for the Association to function adequately?
3. How would the association and facility be financed?
4. Could sufficient numbers of qualified members be recruited?
5. What administrative challenges would be created by the formation of an Association?

These five questions cover a wide spectrum of consideration that require in-depth evaluation, but the final decision should be greatly influenced by one major fact: the Forest Service can no longer do business as usual. There are so many constraints facing a Forest Service manager today that he must constantly be looking for different and innovative means to achieve his goals. These goals can no longer be achieved by district personnel, manpower programs, volunteers, contractors, or a combination thereof. The constraints are so complex and widespread that every possible alternative must be thoroughly examined for merit and feasibility. With this in mind, we will proceed to examine the foregoing five questions.

1. Could an Interpretive Association be organized in such a way as to meet the visitors' demand for information? Without a doubt, the answer to this question is "yes"; an association could greatly increase the Forest Service's ability to reach the public. To look for evidence of success in this area, one needs only to look at National Parks that have utilized associations successfully for many years. In 1985, the Interpretive Association for the Smokey Mountain National Park hired over twenty seasonal employees (GS-3) that directly assisted the Park Service in their interpretive and environmental education programs. These employees manned visitor information centers; operated interpretive exhibits, such as waterpowered grist mill and sorghum presses; helped gather and preserve scientific and historical items and information; and assisted in interpretive signs, exhibits, and markers. The success of this association in meeting the public's demand for information can be realized by the gross revenue collected from the sale of publications (Exhibit J). The gross sales in 1985 for the Great Smokey Mountain National Park Visitor Association was \$780,000. This revenue was generated from the sale of items, for the most part, costing less than \$10 (Exhibits K and L). Similar situations exist between the Smokey Mountain National Park and the Ocala National Forest; both areas receive heavy visitation from people seeking to know more about the area, the wildlife, the plants, the flowers, and the recreation opportunities.

2. What facilities would be required for an Interpretive Association to function adequately? Initially a minimum of six-hundred square feet of floor space would be needed to display merchandise properly and to provide a reception or sales counter. Bathroom facilities and storage areas would also be necessary. It should be anticipated that the public demand for this service will grow and additional facility space would be required. Within ten years a major visitor information center in the Ocala National Forest would be conceivable.
3. How would the association and facilities be financed? The Interpretive Association itself would be financed totally by funds from the private sector. Initially, it would require approximately \$10,000 to purchase sales merchandise and to incorporate the association as a non-profit organization with the State of Florida. These monies could come from a variety of sources including membership fees (see enclosed), grants, bank loans, and loans from existing associations. Within two years it is conceivable that the association's gross revenue would exceed \$75,000 and continue to grow at a rapid rate (Exhibit M). All association labor at the beginning would consist of non-paid volunteers; but as the association grew, paid employees would be necessary. This would include a business manager, a secretary, and an information-sales staff. These positions would be part-time in the early years but conceivably would become full-time for as many as five employees. Additional part-time help could be anticipated for the heavy periods of visitation.

The financing of facilities required to initially house the association would be the responsibility of the Forest Service. The Forest Service would also be obligated to provide utility services, including water, sanitation, electrical, heat, and air conditioning. In addition, under the new proposed association agreement, the Forest Service would provide all general maintenance and repair service for government-owned buildings. The association could establish a trust, with annual contributions to be used to help finance a future visitor information center in the Ocala National Forest.

The initial cost to the Forest Service is difficult to estimate, but a realistic figure would be somewhere around \$50,000. This figure could vary depending on how elaborate or involved the Forest Service chose to be, but one point should be emphasized. That point is that initial facilities would be temporary with a life expectancy of less than ten years.

4. Could sufficient numbers of qualified association members be recruited? The answer to this question is a definite "yes". The success the Forest Service has enjoyed with

its volunteer program plus the number of qualified citizens available to serve on the Board of Directors clearly indicate a positive response to this type of commitment. In addition, over eighteen percent or 27,252 individuals living in Marion County are sixty-five years old or older. Many of these people are retired and anxious to be involved in worthwhile projects. Also, the district presently has a nucleus of interested volunteers for an association, several of which are retired Forest Service employees.

5. What administrative challenges would be created by the formation of an Interpretive Association? In visiting two National Parks with well-established associations and discussing with the Park personnel the author discovered the following concerns:
 - a. Personality conflicts could occur between members of the association and federal personnel.
 - b. Long term association employees could become protective and assertive in their roles.
 - c. Differences in concepts or priorities to be accomplished by the association could arise.
 - d. The urge to generate revenue could become dominant on the part of the association.
 - e. A considerable demand on Forest Service representatives' time could develop to insure a smooth-running association.
 - f. When both association and federal employees are located in the same facility, the sale of merchandise could result in a considerable time demand on the federal employees.

All of the aforementioned challenges would undoubtedly surface if an interpretative association were established for the Ocala National Forest. At times, these challenges would appear to be insurmountable with serious conflicts arising between the association and the Forest Service. However, these conflicts are inevitable due to personalities, individual backgrounds, priorities, and philosophic differences. Overcoming these challenges would build the necessary character, conviction, and determination required for any successful organization to accomplish its objectives in a professional and meaningful manner. Conflicts, or at least differences, are necessary if an association is to be effective and prosper. Personnel in both organizations must be allowed and encouraged to provide input and criticism to constantly strive toward improving performance and

objectives. The biggest challenges to all involved would be to remain open-minded, patient, and very mindful of the association and the Forest Service's ultimate objectives. Of course, the primary objective would be to best serve the visiting public.

Listed below are the steps that would be necessary to insure a strong, viable association while minimizing non-productive actions.

1. Insure that a good cross-section of personalities, backgrounds, experience, and professions are represented on the Board of Directors. The initial Board of Directors will determine to a large extent the success of the association.
2. In developing the bylaws for an association, limit the length of time a member may serve on the Board of Directors to four consecutive years. This will reduce complacency and staleness while encouraging new and different ways of doing business.
3. Encourage retired Forest Service employees to become active members of the association and to serve on the Board of Directors. This will provide meaningful insight for the association as to Forest Service goals, objectives, limitations, and procedures.
4. The Forest Service representative must have the personality, determination, knowledge, and skills not only to provide direction for the association, but to interact with association members in a harmonious and productive manner. He also must be allowed sufficient time and flexibility in working with the association.

Undoubtedly the biggest obstacle in establishing an Interpretive Association for the Ocala National Forest would be the absence of a suitable facility. If an association is to be successful, then a convenient location must be chosen and facilities constructed. The site chosen must be readily accessible to the majority of the public, preferably in a natural setting, and if possible located near a major highway. The initial facility would most likely be temporary with a new, more elaborate structure anticipated within ten years, preferably close to the original temporary facility. The location chosen should be free of established activities, such as developed recreation areas, boat ramps, and ranger stations, to prevent further congestion and conflicts. A possible location meeting these criteria would be in the vicinity of State Highway 40, somewhere between Mill Dam and Wildcat Lake. Operational and maintenance costs should also be given strong consideration.

There is little doubt that the public's request for information, literature, and assistance has far surpassed the Forest's ability to satisfy. The question that managers must answer now is how best can this dilemma be resolved in light of foreseeable budget and personnel reductions.

III. SUMMARY

It is apparent that the Ocala National Forest is struggling to keep pace with the pressures being placed on it by the visiting public. This dilemma was recently recorded by the General Management Review team in September 1985, when they observed the large volume of visitor traffic seeking information at the Lake George Ranger Office. It was obvious to the team that this impact seriously reduced the District Office's overall efficiency, but it was also equally obvious that this was a legitimate and necessary service. What was not as obvious, however, was that this was but the tip of the iceberg. Hundreds of thousands of visitors leave the Ocala National Forest having not enjoyed their stay to the fullest simply because they were unaware of what is available or how to locate the various recreation opportunities. The Ocala National Forest is blessed with a wide range of quality recreation opportunities that are readily available to the public, but the public needs to know what these are, and where and how to find them.

Another serious challenge facing the Forest Service is developing a means of reducing the public pressure on some of the more popular recreation areas. During most holidays and summer weekends thousands of visitors are not admitted to these areas or, at best, find themselves in areas that are overcrowded. This not only reduces the quality of the visitor's experience but can also result in serious environmental damage. Many of these visitors could be successfully diverted to other less popular recreation areas or opportunities if an effective means of communication were available. The most effective means of communication in this type of situation is one-to-one. In this way the visitor's interest could be accurately determined and he could be advised of what opportunities are available and when the area can best be utilized.

All of Central Florida, including the Ocala National Forest, can expect the demand for recreation to increase significantly in the coming decades. The population of Central Florida is predicted to double in the next three decades and the popularity of tourist attractions, such as Disney World, Sea World, Silver Springs and many others, will continue to grow. This will result in an ever-increasing recreation demand on areas that are already utilized at or near their capacity. (Exhibit N provides considerable insight into why visitors' are coming to Florida, length of time between visits, what attractions they are visiting and how many dollars they are spending).

An Interpretive Association offers the Ocala National Forest its greatest opportunity to improve recreation management available today. When evaluating the challenges, constraints, and resources available to manage an Interpretive Association, one appears to be looking at an oasis in the middle of a desert. An association offers a number of continuous, needed

benefits yet does not create a significant long-term financial obligation. The choice available to the Forest Service manager is not whether or not to form an Interpretive Association, but rather when to form an association. It is, therefore, recommended that an Interpretive Association be organized for the Ocala National Forest with a target date of October 1, 1987, to cope with and to serve the anticipated influx of visitors.

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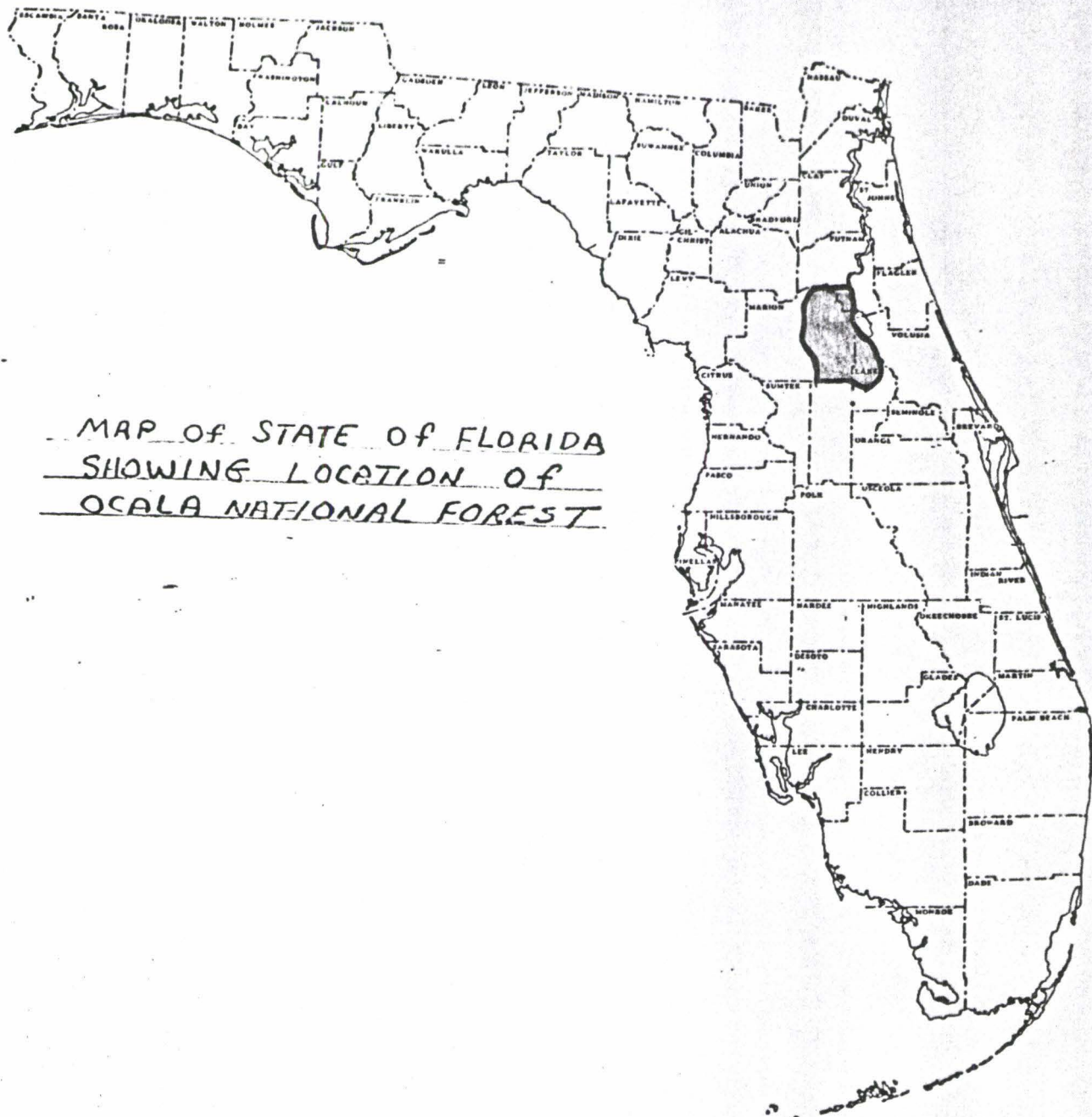
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EXHIBIT A



MAP OF STATE OF FLORIDA
SHOWING LOCATION OF
OCALA NATIONAL FOREST

EXHIBIT B

POPULATION FOR APRIL 1, 1984 AND PROJECTION FOR 1987 - 2020, MARION COUNTY, FLORIDA

COUNTY	ESTIMATE 4/1/84	PROJECTIONS, APRIL 1					
		1987	1990	1995	2000	2010	2020
Marion	148,864						
Low		165,500	179,800	197,500	211,600	221,800	212,400
Medium		169,800	189,200	219,400	248,900	295,700	326,800
High		174,000	198,700	241,400	286,300	369,600	441,100

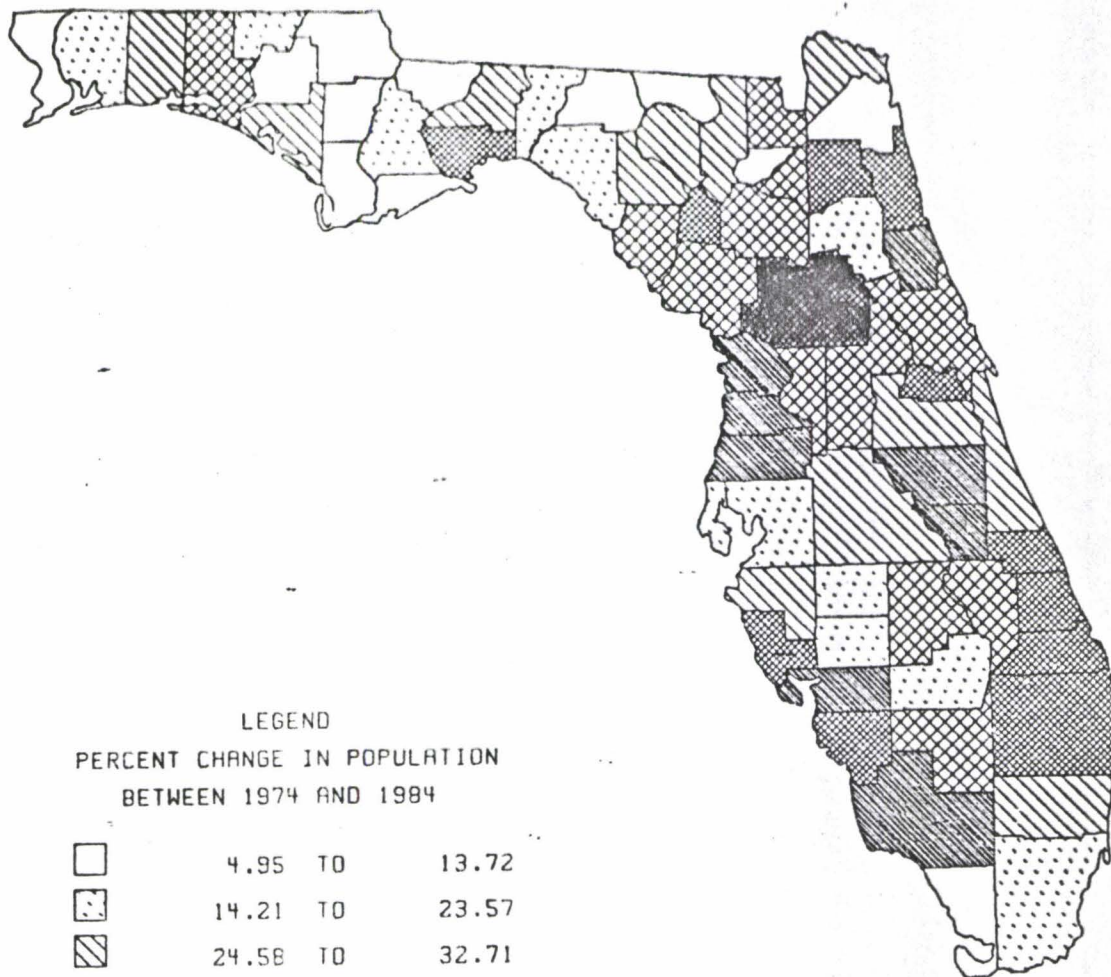
POPULATION OF MARION COUNTY, FLORIDA FROM 1980 TO 1984 AVERAGE OF 50 PERCENT ANNUAL INCREASE

COUNTY	1980	1981	INCREASE		1982	INCREASE		1983	INCREASE		1984	INCREASE	
			1980-1981	1980-1981		1981-1982	1981-1982		1982-1983	1982-1983		1983-1984	1983-1984
Marion	122,488	129,320	6,832	5.6%	135,087	5,767	4.5%	141,991	6,904	5.1%	148,864	6,873	4.8%







1980 CENSUS OF POPULATION AND HOUSING - FINAL COUNTS

	POPULATION			HOUSING UNITS		
	1980	% Change	1970	1980	% Change	1970
Marion County	122,488	77.4%	69,030	55,345	111.8%	26,129

FLORIDA
POPULATION GROWTH, 1974 - 1984



LEGEND
PERCENT CHANGE IN POPULATION
BETWEEN 1974 AND 1984

	4.95 TO	13.72
	14.21 TO	23.57
	24.58 TO	32.71
	33.40 TO	40.37
	42.60 TO	68.18
	68.55 TO	117.81

 MARION COUNTY

MEDIAN VALUE: 30.94

EXHIBIT C

Recreation Use at Federal Areas 1983

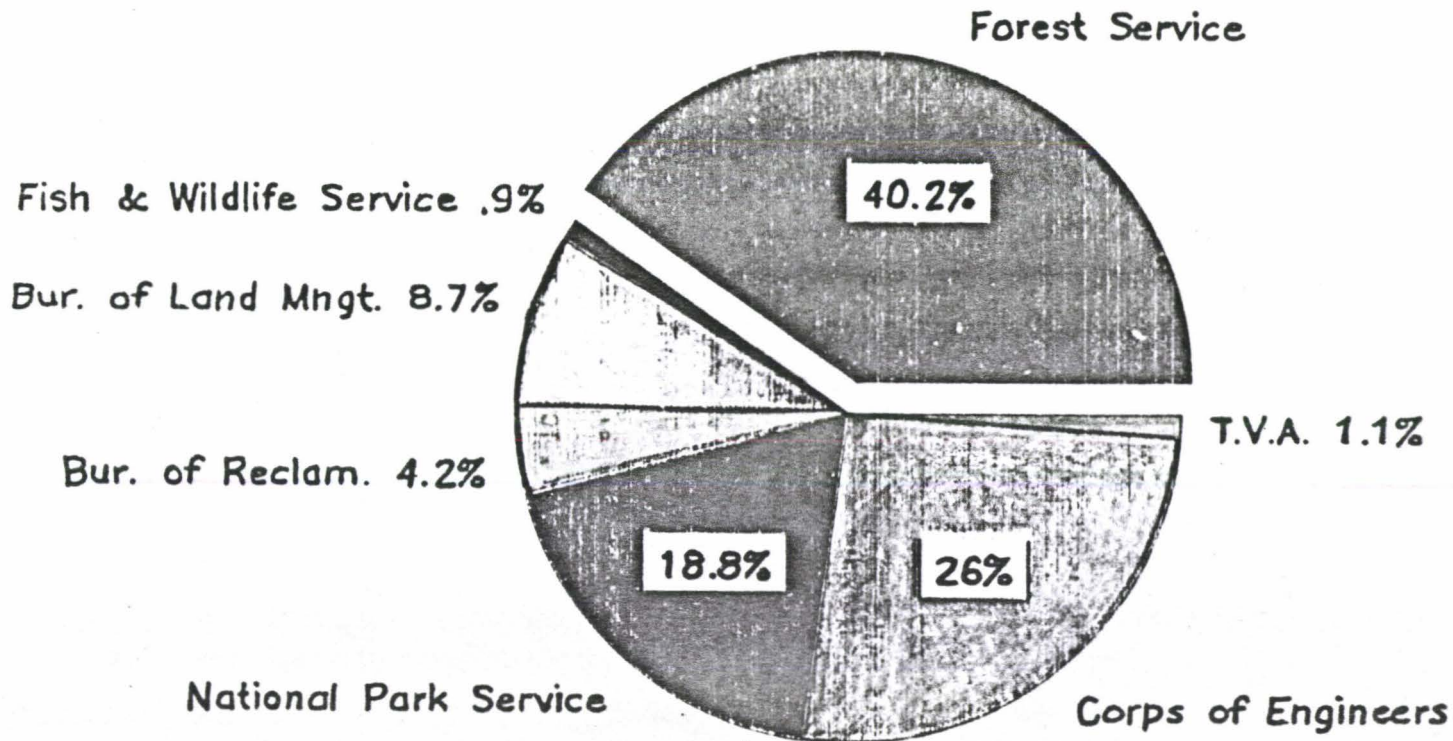


EXHIBIT D

MAP SHOWING LOCATION OF THE
OCALA NATIONAL FOREST
IN REGARDS TO MAJOR CITIES LOCATED IN THE
SOUTHEASTERN UNITED STATES

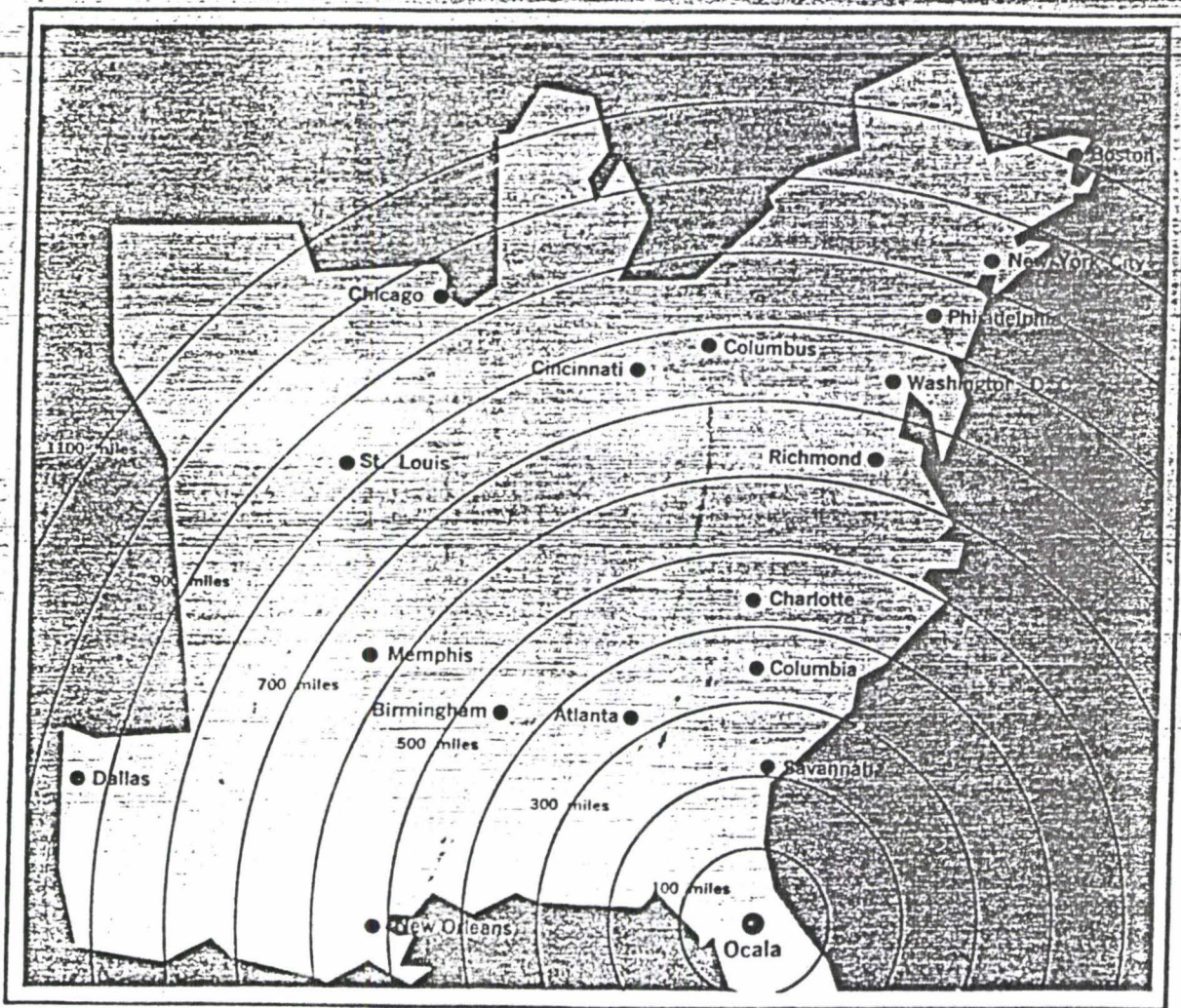


EXHIBIT E

INFORMATION OBTAINED FROM INFORMATION AND OPPORTUNITIES AVAILABLE TO NATIONAL FORESTS (DRAFT)

NATIONAL FOREST INTERPRETIVE ASSOCIATIONS (MAY 1985)

<u>Region</u>	<u>Association</u>	<u>USFS/Interagency</u>
1	3	2 / 1
2	1	1 / 0
3	4	1 / 3
4	3	0 / 3
5	11	4 / 7
6	1	0 / 1
8	6	6 / 0
9	3	2 / 1
10	<u>1</u>	1 / 0
	33	

This figure is a changing one as new associations are formed. It is expected that the number of associations will double during the next calendar year.

BENEFITS OF AN INTERPRETIVE ASSOCIATION TO A NATIONAL FOREST

1. Better service to the National Forest visitor.
2. Provides volunteers funds for interpretive programs.
3. Newsletters and visitor information publications.
4. Improved map sales and development of needed new maps.
5. Purchase of equipment for Forest programs.
6. Organization and presentation of educational programs for the public on natural resource management.
7. Develop and publish books and periodicals relevant to natural resource programs.
8. Print and distribute Recreation Opportunity Guides.
9. The scope of the opportunities available to the association are far and wide.

Exhibit F

SAMPLE OF EXISTING
INTERPRETIVE ASSOCIATION COOPERATIVE
AGREEMENT AND AMENDMENT

INTERPRETIVE ASSOCIATION COOPERATIVE AGREEMENT

(Ref: FSM 1666.2)

THIS AGREEMENT, made on the 14th day of March, 1972, by and between Peter J. Hapton, Chairman of the Board of Directors of the Cradle of Forestry in America Interpretive Association, hereinafter referred to as the Cooperator; and the Forest Service, United States Department of Agriculture, hereinafter referred to as the Forest Service.

WITNESSETH WHEREAS, the Forest Service is responsible for developing the National Forest resources for sustained yields of products and services in the best combination for the use and enjoyment of the American people, and a mutuality of interest exists between the Cooperator and the Forest Service in the development and management of the National Forest System; and

WHEREAS, the Forest Service is conducting an authorized program to provide facilities within National Forests for outdoor recreation activities of the public (16 USC 528); and

WHEREAS, the public users of National Forests desire education and interpretive information about the forest trees, shrubs, plants, wildlife, natural phenomena, local natural history, and similar matters; and

WHEREAS, there is informational material available in the form of books, pamphlets, magazines, photographic reproductions, and other publications and illustrative materials and Smokey Bear licensed items, which users of outdoor recreation facilities desire to obtain while engaging in such activities; and

WHEREAS, the Cooperator is a non-profit public-service organization which has among its objectives furthering a better understanding by the public of conservation policies and objectives and the natural history of forest and range lands; and

WHEREAS, the Cooperator is authorized to provide information of the type described above to the public through dissemination and sale of publications, illustrative and other materials and desires to assist in the distribution of this material in the North Carolina National Forest.

NOW THEREFORE, the parties agree as follows:

A. The Cooperator agrees:

1. To provide publications and illustrative and other materials of the type described above, and as approved by the Regional Forester or regional publications control officer, for sale at points within the North Carolina National Forest where visitor activity creates a demand for such information.

2. To provide display cases, as approved by the Regional Forester, for use in Forest Service buildings, without cost to the Forest Service and to arrange for sales and attendant services, subject to approval of Forest Service as to space and hours of sale. Such display cases shall remain the property of the Cooperator, and shall be promptly removed by the Cooperator from Forest Service premises upon termination of this Agreement.

3. To be solely responsible for the financial arrangements for work under the Agreement, including costs of obtaining stocks of publications and for the receipt and disposition of monies from sales, and not to hold the Forest Service or its officers responsible for any loss of publications or money from sales, or for any other financial loss incurred as the result of the Agreement.

4. Not to use the results of any publication in any way that implies the approval or endorsement of the Forest Service of a proprietary product or process or which broadens or distorts the factual findings of a project.

5. To keep appropriate financial books, records, and accounts pertaining to this Agreement.

6. That authorized officials or agents of the Forest Service, or any other Federal agency authorized to do so, may examine such financial books, records, and accounts of the cooperator, as deemed necessary by the Forest Service, or other authorized Federal agency, and that these records and accounts will be retained by the cooperator and kept available for three years after termination of this Agreement, unless disposition is otherwise authorized in writing by the Forest Service. Such books, records, and accounts may be examined at any reasonable and convenient time during such period.

7. To prepare and submit to the Forest Service an annual report of accomplishment on its activities for each calendar year in accordance with requirements of the Forest Service.

(Over)

1630-7 (7/69)

8. That no copyright material obtained by the Cooperator or anyone else in reproductions of Forest Service publications.

9. To comply with Title VI of the Civil Rights Act of 1964 and all requirements imposed by or pursuant to the Regulations of the U.S. Department of Agriculture (7 CFR, Part 15) issued pursuant to that Act, and hereby assures that in the operation and performance of this agreement to take immediately any measures necessary to effectuate this requirement. If any real property or structure thereon is provided or improved with the aid of Federal financial assistance extended to the cooperator by the U.S. Government, this assurance shall obligate the cooperator, or in the case of any transfer of such property, any transferee, for the period during which the real property or structure is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If any personal property is so provided, this assurance shall obligate the cooperator for the period during which he retains ownership or possession of the property. In all other cases, this assurance shall obligate the cooperator for the period during which the Federal financial assistance is extended to him by this agreement. This assurance is given in consideration of the Federal financial assistance extended in this agreement to the cooperator by the U.S. Government. The cooperator recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this assurance. The cooperator further agrees that the United States in addition to any other rights and remedies provided by this assurance, the Civil Rights Act of 1964, or the regulations issued thereunder, shall have the right to enforce this agreement by suit for specific performance or by any other available remedy under the laws of the United States or the State in which the breach or violation occurs.

10. The Equal Opportunity Clause, Form AD-369, is attached hereto and made a part of this Agreement.

B. The Forest Service agrees:

1. To provide space and other facilities within Forest Service buildings to the extent available, as determined by the Regional Forester, for display of publications and other material made available by the Cooperator.
2. To assist the Cooperator in making natural history information and publications available to the public, by calling attention of users to the material provided by the Cooperator for free distribution or for sale. However, Forest Service employees will not be members of or participate in the day to day operation of the Cooperator.
3. To provide materials, such as printing plates and negatives needed by the Cooperator to reproduce Forest Service publications for distribution.
4. To authorize Forest Service officers to care for, distribute, sell, and keep records relative to dissemination of the material provided by the Cooperator, where requested by the Cooperator and approved by the Regional Forester as a service to recreation users within the authorized program of the Forest Service.

C. Both parties agree:

1. That this agreement may be terminated by either party upon 30 days written notice to the other party: Provided, That the Agreement may be terminated immediately by the Forest Service, at its discretion, if it considers that action necessary in the public interest.
2. That no member of or Delegate to Congress or Resident Commissioner shall be admitted to any share or part of this contract or to any benefit that may arise therefrom. Nothing, however, therein contained shall be construed to extend to any incorporated company if the agreement be for the general benefit of such corporation or company.

IN WITNESS THEREOF the parties hereto have executed this Agreement as of the date above written.

FOREST SERVICE - U.S. DEPARTMENT OF AGRICULTURE

COOPERATOR (Name, Signature and Title)

W. H. Schaffer REGIONAL FORESTER

Peter J. Hanlon
PETER J. HANLON, Chairman
Board of Directors

GPO 877,000



AMENDMENT #1
to
INTERPRETIVE ASSOCIATION COOPERATIVE AGREEMENT, DATED MARCH 14, 1972
between
CRADLE OF FORESTRY IN AMERICA INTERPRETIVE ASSOCIATION
and
FOREST SERVICE, USDA

THIS AGREEMENT, made and entered into by and between the Cradle of Forestry in America Interpretive Association, hereinafter referred to as the Association; and the Forest Service, U.S. Department of Agriculture, hereinafter referred to as the Forest Service, under the provision of 16 U.S.C. 471 f-h establishing the Cradle of Forestry in America.

WHEREAS, the Cradle of Forestry, in compliance with Public Law 90-398, the Cradle of Forestry in America Act, shall be used "to preserve, develop, and make available to this and future generations the birthplace of forestry and forestry education in America and to promote, demonstrate, and stimulate interest in and knowledge of the management of forest lands under principles of multiple use and sustained yield and the development and progress of management of forest lands in America;" and

WHEREAS, the development, promotion, and operation of the Cradle of Forestry in America is necessary for the enhancement of public understanding and appreciation of the role of forest resource management in the history, development, and present-day well being of the United States of America; and

WHEREAS, the interpretive and educational facilities within the Cradle of Forestry in America are an integral part of the Cradle objective to portray early, developing, and modern-day forest management practices; and

WHEREAS, the Association desires to participate with the Forest Service in operating, maintaining, and developing the interpretive and educational facilities within the designated boundary of the Cradle of Forestry.

NOW THEREFORE, in consideration of the above premises, the parties hereto agree as follows:

A. The Association Shall:

1. Manage a visitor fee system for public use of Cradle interpretive and educational facilities. The fees will be established by the Forest Service in consultation with the Association. Provide personnel to collect fees at the Cradle entrance station. Deposit collected fees in an Association bank account, to be used for operation, maintenance, and development of the Cradle of Forestry.
2. To the extent that fees collected are available provide:



- a. Personnel for operation of interpretive and educational facilities, such as interpretive guides and living history exhibits.
 - b. Maintenance of interpretive and educational facilities.
 - c. Development of new interpretive and educational facilities and programs.
3. Make all records related to this agreement available to the Forest Service or the Comptroller General through any authorized representative for the purpose of verifying any receipts or expenditures, or any other examination.

1. The Forest Service Shall:

1. Establish, in consultation with the Association, the amount of fee to be collected from users of Cradle facilities.
2. Provide for operation and maintenance of interpretive and educational facilities to the extent that money collected in user fees is insufficient and the Association is unable to complete.

C. It is Mutually Agreed and Understood by and Between the Said Parties That:

1. Nothing in this agreement shall be construed as obligating the Forest Service to expend or as involving the United States in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for this work.
2. No Member of, or Delegate to, Congress or Resident Commissioner shall be admitted to any share or part of this agreement, or to any benefit that may arise therefrom; but this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.
3. No payment, contribution, donation or gift of any kind shall entitle the contributors or donors to any share of interest in the said land, or improvements other than the right to use and enjoy the same under the existing regulations of the Forest Service. ~~All improvements constructed in whole or in part from fees collected shall be and will remain the property of the United States.~~
4. Either party may terminate this agreement by providing 30 days written notice: provided that any funds on deposit will be available for expenses incident to closing out the work beyond the period of written notice. Any funds remaining after closing out of work shall be transmitted immediately to the Collection Officer, U.S. Forest Service, National Forests in North Carolina, P. O. Box 2750, Asheville, NC 28602. Unless terminated by written notice, this agreement will remain in force indefinitely.



1. WHEREAS WHEREAS, the parties hereto have executed this agreement as of the date written below,

Dec 5 1985
Date

L. B. Lee
Chairman, Board of Directors
CFA Interpretive Association

Date

Forest Supervisor
National Forests in North Carolina



EXHIBIT G

PROPOSED

INTERPRETIVE ASSOCIATION AGREEMENT

DRAFT

DRAFT
12-6-85

INTERPRETIVE ASSOCIATION AGREEMENT

(Date)

Between

Forest Service, _____ Region
United States Department of Agriculture
and _____

This Interpretive Association Agreement is between the Forest Service, _____ Region, (hereinafter referred to as the "Forest Service"), an agency of the United States Department of Agriculture, acting through the _____ Regional Forester, _____ Region, or his/her designee, and the ~~WAAAAA~~ _____ (hereinafter referred to as "Association"), a not for profit corporation organized under the laws of the state of _____, acting through the Chairperson of its Board of Directors or the Board's designee.

Witnesseth:

Whereas, the Forest Service is responsible for developing the National Forest resources for sustained yields of products and services in the best combination for the use, enjoyment and education of the American people, as provided in the Organic Administration Act of 1897, the Multiple Use, Sustained-Yield Act of 1960 and other laws. It is the policy of the Congress that the National Forests are established and shall be administered for outdoor recreation, range, timber, watershed, and wildlife and fish purposes.

Whereas, the Forest Service, within this mandated responsibility is conducting a program to provide facilities within National Forests for outdoor recreational and educational activities for the public; and

Whereas, the Forest Service deems it desirable to provide educational and interpretive information about the forest resource, natural phenomena, local history, and similar matters; and

~~Whereas, the Association has as a purpose the promotion of the educational, historical, scientific and other values of the National Forests and of~~ assisting educational and interpretive activities of the Forest Service;

Now therefore, pursuant to authority contained in the ~~Act of December 12,~~ 1975 (89 Stat. 804), the parties agree as follows:

1. Effective date and termination:

This Agreement will be effective on the date when both parties have signed the Agreement and will be in effect until terminated.

The parties reserve the right to terminate or amend the Agreement upon 60 days written notice. The parties agree to meet prior to the termination notice setting forth the reasons for such action.

2. Association Responsibilities

The Association may use facilities as stated in this Agreement for the sale of educational and interpretive items for the benefit of the visiting public. (See FS responsibilities, B. facilities)

A. Sales Items

1. The Association may sell only interpretive and educational items such as publications, maps, visual aids, handicrafts and other objects directly related to the interpretive and educational theme of the Forest and Forest Service.

2. The Association shall not sell artifacts protected by the Antiquities Act of 1906 (P.L. 59-209), the Archeological Resources Protection Act of 1979 (P.L. 96-95), and the Alaska Historic Preservation Act of 1971, as amended.

3. The Association is not by this agreement granted the right to sell items, the sale of which infringe on applicable contract rights of a concessionaire.

4. The Association shall maintain a high standard of quality in all items produced or sold.

5. The Association shall not sell any item which has not been approved by the Forest Service. The Association shall allow publications to be reviewed by the Forest Service on editorial and design quality.

6. The Association shall sell items at fair market value provided that such prices shall be approved in advance by the Forest Service at the Regional level.

7. The Association shall display the sale items in good taste and in keeping with the general design and decor of the Forest Service facilities at that location. The Association may provide furnishings necessary to support, store, or display sale items; such furnishings to be approved by the Forest Service.

8. The Association and the National Forest ^{Service} shall prepare an annual operating plan that will delineate hours of operation, rates and prices, standards of service, merchandise to be sold, and other items needing clarification during the year.

B. Facilities

1. The Association may remodel or renovate existing Forest Service owned sales facilities (Visitor Centers, Ranger Stations, Supervisors' Offices, etc.) at its own expense, as necessary, including renovation of display structures, furnishings, equipment, signing, display lighting, and lighting in the immediate area of the facility, provided that all plans therefore are approved in advance by the Forest Service. Any redesigned and renovated property will remain in Forest Service ownership upon termination of this Agreement.

2. The Association shall keep the sales facilities clean and presentable throughout the workday.

C. Accounting Records

1. The Association will be solely responsible for the financial arrangements for work under this Memorandum, including costs of obtaining stocks of Association materials and for the receipt and disposition of monies from sales, and will hold harmless the Forest Service or its officers responsible for loss of Association materials or money from sales, or for any other financial loss incurred as the result of this Agreement.

2. The Association will keep appropriate financial books, records, and accounts pertaining to this Agreement to standards acceptable to the Forest Service or generally acceptable accounting practices.

3. The Association will allow authorized officials or Agents of the Forest Service, or any other federal agency authorized to do so, to examine such financial books, records, and accounts of the Association, as deemed

necessary by the Forest Service, or other authorized federal agency, and that these records and accounts will be retained by the Association and kept available for five years after termination of this Memorandum, unless disposition is otherwise authorized in writing by the Forest Service. Such books, records, and accounts may be examined at any reasonable and convenient time during such periods.

4. The Association shall provide an annual narrative, calendar year, accomplishment report and financial statement by March 1 each year to the Regional Forester with a copy to the Forest Supervisor.

D. Personnel

1. The Association shall provide such personnel as are reasonably necessary to operate the sales facilities as indicated by the level of gross sales. These personnel may include, as necessary, a central business office staff, local facility managers, and sales clerks. Otherwise, Forest Service personnel may offer sales items to the public as an individual supplement to their interpretive duties.

2. The Association shall designate an Association member or employee who is authorized to act as liaison with the Forest Service.

3. All Association employees involved in visitor contact shall be oriented in the Forest Service administrative unit's Interpretive Services programs and shall be certified by a Forest Service designee before assuming such responsibilities.

4. A distinct separation, evident to the public, shall be maintained between the activities and management of the Association and those of the Forest Service.

5. Association personnel are not Government employees and are not authorized to undertake any Governmental function or activity on behalf of the Forest Service beyond routine visitor information services and participation in museums, living history or like programs. Association employees shall not engage in activities which would reasonably lead the visiting public to conclude that they are Government employees. No Association employee shall wear a Forest Service or other Government uniform. All Association employees shall wear some easily observable and readily identifiable indication of Association affiliation while in the National Forests on Association business. At each sales outlet there will be posted a sign that gives the reasons for the Association and how funds are used.

E. Approvals

1. Hours of operation, rates and prices, standards of service, and merchandise to be sold shall be subject to the approval of the Forest Service and stated in the operating plan. Publications and sales items will be approved by the Regional Forester.

2. The Association may at any time make a written request for such necessary approvals. This subparagraph does not apply to the approval required by subparagraph 2B(1).

F. Interpretive Activities

1. Interpretive activities engaged in by the Association must meet Forest Service standards and be approved by the Regional Forester.

2. Association activities may be conducted by Forest Service personnel, such as sale of Association materials, if they are incidental to regular work. The Association personnel shall be available only for the purposes of the Association's interpretive activities.

3. Forest Service responsibilities

The Forest Service agrees to allow the Association to use those facilities which are designated in Section B for the sale of educational and interpretive items for the benefit of the visiting public.

A. Sale items

1. The Forest Service shall cooperate with the Association in the planning and design of merchandise appropriate for sale by the Association at the Forest Service facilities.

B. Facilities

1. The Forest Service shall provide the Association with such sales and other facilities as may hereafter be deemed necessary or desirable by the Forest Service, provided that the Forest Service reserves the right to relocate or withdraw any such facilities in order to meet needs of the Forest Service upon reasonable notice. The Forest Service shall have emergency access to all facilities, and may make such surveys and inspections as the Forest Service deems necessary.

2. The Forest Service reserves the right to design and construct any new facilities, and shall allow the Association to review and comment on any plans therefore.

3. ~~The Forest Service shall provide the Association with incidental utility services at each assigned facility, including water, electricity, heat, air conditioning (if available), to the extent these utilities are required for the operation of the building for Governmental purposes.~~ All other utilities will be provided the Association on a reimbursable basis.

4. ~~The Forest Service shall provide all general maintenance and repair services for the Government owned buildings.~~

5. The Forest Service shall designate an employee as Interpretive Association Coordinator. This person will serve as a liaison to the Association. The role of the Interpretive Association Coordinator (Liaison) is to represent the interests of the Forest Service and to Provide assistance to the Association; hence, shall not be a member of the Association. His or her scope of Association responsibility shall be limited to assuring that the spirit and intent of this Agreement are fulfilled and to provide expertise on Associations.

4. Indemnification and Insurance

A. The Association shall indemnify, save and hold harmless and defend the United States against all fines, claims, damages, losses, judgements, and expenses arising out of or from any omission or activity of the Association in connection with activities under this Agreement.

B. The Association shall procure public and employee liability insurance with a minimum coverage of \$100,000 for any number of claims from any one

incident, with respect to the activities of the Association and its employees. The United States of America shall be named as an additional insured on all such policies. All such policies specify that the insurer shall not hold the United States liable or in any way responsible for payment of any premiums or deductibles thereunder and such insurance policies shall be assumed by, credited to the account of, and undertaken at the Association's sole risk.

5. Association Organization

A. The Association's Articles of Incorporation and the Association's By-Laws shall comply with requirements of the State in which the Association is incorporated. Non-profit status 501 (c) (3) must be maintained in accordance with Federal and State laws, and the Association will make available for inspection, at the request of the Forest Service, documents demonstrating non-profit status. This Interpretive Association Agreement will automatically terminate if non-profit status is lost.

B. Forest Service employees may be members of the Association, but shall not be officers, Association employees or members of the Board of Directors.

C. Forest Service employees shall not represent the Association in any matter between the Association and the Forest Service. A Forest Service employee shall not participate in any Association decision concerning the relationship of the Association to the Forest Service, including, but not limited to, executing or negotiating contracts, signing checks or hiring or firing Association employees.

6. Assignment

No transfer or assignment of this Agreement or any part thereof or interest therein, directly or indirectly, voluntary or involuntary, shall be made.

7. Special Use Authorization

This Agreement shall constitute authorization by the Forest Service for the Association to enter upon, occupy, and use National Forest System lands for all lawful purposes in connection with the provisions of this Agreement.

This Authorization is made pursuant to 16 U.S.C. 551 and is consistent with regulations pertaining to special uses at 36 C.F.R. 251.50. By this Agreement and pursuant to 36 C.F.R. 251.57, the Forest Service deems it in the public interest that any and all fees that might be due the United States for the use of National Forest System lands by the Association shall be waived because the Association is nonprofit and engaged in activities to further the health, safety or welfare of the public. The following terms and conditions apply to the authorization to occupy and use the National Forest System lands:

A. Area of use. This authorization shall apply to the _____ National Forest. Specific sites and facilities are listed as follows:

B. Operation and Maintenance: As provided in Part 2 of this Agreement.

C. Resource Protection: The Association's use of National Forest System lands shall at all times be done in a manner to minimize damage to scenic, esthetic values, fish, and wildlife resources, and uses will comply with all federal, state, and local procedural and substantive requirements for the abatement of air and water pollution and for solid waste disposal, and well as all other regulations pertaining to health and safety.

D. Damages to Federal property. The Association will be liable for any damage to federal property caused by the negligence of its officers, employees, and agents. It is the intent of the Forest Service and the Association that the insurance provisions of Part 4 shall be required to protect the United States and the Association from losses from damages.

E. Valid existing rights. This Agreement and the land use authorization herein shall be subject to all valid existing rights.

F. Duration. This authorization shall run with and terminate at the same time as the Agreement.

8. Miscellaneous

A. The rights and benefits conferred by this Agreement shall be subject to the laws of the United States governing the Forest Service and to the rules and regulations promulgated thereunder, whether now in force or hereafter enacted or provided; and the mention of specific restrictions, conditions, and stipulations herein shall not be construed as in any way impairing the general powers of supervision, regulation and control by the Forest Service.

B. No member of, or delegate to, Congress, or Resident Commissioner, shall be admitted to any share or part of this Agreement or to any benefit that may arise therefrom, but this restriction shall not be construed to extend to this Agreement if made with a corporation or company for its general benefit.

C. The Association agrees that all its activities shall be conducted in accordance with all applicable laws and regulations, both State and Federal.

Specifically the Association shall comply with the requirements of (a) Executive Order No. 11246 of September 24, 1967, (b) Title V., Section 503 of the Rehabilitation Act of September 26, 1973 (P.L. 93-112), which requires contractors and cooperators to take affirmative action to employ and to advance in employment qualified handicapped individuals, (c) Title VI of the Civil Rights Act of 1964 and all requirements imposed by or pursuant to the Regulations of the U.S. Department of Agriculture (7 CFR, Part 15) issued pursuant to that Act, and (d) with regulations heretofore or hereafter promulgated, relating to non-discrimination in employment and in providing facilities and service to the public, as set forth in Exhibit A attached hereto and made a part thereof.

D. In all cases where rights or privileges are granted herein in general or indefinite terms, the extent of the use of such rights or privileges by the Association shall be determined by further written agreement.

E. Monies from Association sales by Forest Service personnel will be transferred to the Association according to the procedures in the ~~operating plan~~ *Forest Service Handbook 2309.19.*

F. This agreement is effective between the Association and the Forest Service with regard to the following specified National Forest sites, which are collectively referred to throughout this Agreement as the "Forest" to wit:

IN WITNESS WHEREOF the Association has caused this Agreement to be executed
this _____ day of _____.

Cooperating Association

By: _____
Chairperson, Board of Directors

IN WITNESS WHEREOF, the Forest Service has caused this Memorandum of Under-
standing to be ratified this _____ day of _____.

USDA Forest Service, Region _____ *Region*

By: _____
Regional Forester

*This will be in
the AB of manual
under Sale Requirements*

EXHIBIT B

Transfer of Funds from Sales Outlets

(collected by Forest Service employees) to the Association

A. Upon receipt of funds, the Association agrees to:

- Issue a receipt for funds received. Such receipt to be kept by the FS Collection Officer as evidence of funds remitted to the Association. ..
- Association will keep copies of such receipts for a period of three (3) years.
- If the receipt is not received by the FS Collection Officer, the Association agrees to issue a duplicate receipt upon notification of such loss in writing.

B. The Forest Service agrees to allow their Collection Officers to remit Association funds directly to the primary or designated collection office of the Association:

- Collection will be transmitted to the primary office of the Association at least monthly.
- Collections shall be converted to a U.S. Postal Money Order the cost of which will be paid by using a portion of the proceeds from the sale of Association materials.
- Checks will be submitted with the Money Orders.
- Checks must be payable to the Association and not to the Forest Service.
- Association will not hold the Collection Officer liable for insufficient funds or closed account checks.

(Exhibit B, Continued)

--Funds lost in transit. Upon notification of funds lost in the mail, the Association will not hold the Collection Officer liable, but the purchaser section of the Money Order must be sent to the Home Office of the Association so that a claim may be processed with the U.S. Postal Service.

--Funds in excess of \$500 shall be mailed by Certified Mail, Return Receipt Requested. The cost of such a certified letter shall be paid by using a portion of the proceeds from the sale of Association materials.

C. All provisions of Paragraph 6531.42e and Amendments thereto of the Forest Service Manual which apply to the remission of the Association funds are superceded by this Exhibit. Portions of the referenced paragraph and amendments thereto which do not apply to the remission of the Association funds in force.

Exhibit H

SAMPLE OF
INTERPRETIVE ASSOCIATION AGREEMENT
USED BY THE
NATIONAL PARK SERVICE



IN REPLY REFER TO:

A42-SER-OI

United States Department of the Interior

NATIONAL PARK SERVICE
SOUTHEAST REGIONAL OFFICE

1895 Phoenix Boulevard
Atlanta, Georgia 30349

DICK MARTIN
CNO *gm*

JUL 5 1978

Memorandum

To: Superintendent, Everglades
From: Regional Director, Southeast Region
Subject: NPS/Cooperating Association Agreement

The agreement between the National Park Service and the Everglades Natural History Association is approved. Enclosed are two copies of the signed documents for your files.

Joe Brown

Enclosure

Supt.	
Asst. Supt.	
Mgt. Tech.	
CRO	
CNO	
CMO	
Admin.	
Research	
Conc. Mgt. Spec.	
MGMT Asst.	
Library	
BICY	
FOJE	
Natural History Assoc	
Action By & Date	
Central Files	

RECEIVED
JUL 10 1978
EVERGLADES
NATIONAL PARK

Natural History Assoc Original (7/14/78 zw)

AGREEMENT BETWEEN
NATIONAL PARK SERVICE
UNITED STATES DEPARTMENT OF THE INTERIOR
AND THE
EVERGLADES NATURAL HISTORY ASSOCIATION*

This Memorandum of Agreement is between the National Park Service (hereinafter referred to as the "Service"), an agency of the United States Department of the Interior, acting in this behalf through the Director, National Park Service, or his designee, and the Everglades Natural History Association (hereinafter referred to as "Association"), acting through the Chairman of its Board of Directors or the Board's designee.

WITNESSETH:

WHEREAS, it is the purpose of the Service to preserve, interpret, and manage the National Park System for the benefit, education, and enjoyment of the people of the United States, as provided for in the Act of August 25, 1916 (16 U.S.C. Sec. 1, et seq.); and

WHEREAS, the Service desires to provide facilities and cooperating services for the sale of materials of interpretive and educational value and for the presentation of specified programs relating to the interpretive themes of areas of the National Park System; and

WHEREAS, the Association has the education, historical, scientific, and nonprofit purposes of assisting historical, scientific, educational, and interpretive activities of the Service;

NOW, THEREFORE, pursuant to authority contained in the Acts of August 25, 1916 (16 U.S.C. Sec. 1-3), August 7, 1946 (16 U.S.C. Sec. 17j-2), August 21, 1935 (16 U.S.C. Sec. 461-468e), June 5, 1920 (16 U.S.C. Sec. 6), August 8, 1953 (16 U.S.C. Sec. 1b5), August 18, 1970 (16 U.S.C. Sec. 1a-2(g)), and other laws supplemental thereto and amendatory thereof, and in consideration of the mutual benefits which will accrue to the Service and the Association, the parties agree as follows:

1. AUTHORIZATION

The Service authorizes the Association to provide, and the Association agrees to provide, the hereinafter described interpretive and educational services to the visiting public for a period of five years commencing on

* The following agreement is non-negotiable except where indicated.

the day following the ratification of this Agreement by the Service. This Agreement will automatically renew for another five year period on October 1 of the last year, unless reasonable notice of cancellation is given by either party before the date of renewal. While the Service reserves the right to terminate the Agreement, or any part thereof, at any time upon reasonable notice without the necessity of any legal process, the Service will hold a meeting with the Association prior to the termination setting forth the reasons for termination.

2. ASSOCIATION RESPONSIBILITIES

The Association may use facilities within the Park for the sale of educational and interpretive items for the benefit of the visiting public.

A. Sales Items

(1) The Association may sell only interpretive and educational items, such as publications, maps, visual aids, handicrafts, and other objects directly related to the interpretive and educational themes of the Park and Park System. This does not prohibit granting of a concession permit to an Association authorizing the sale of other items.

(2) The Association shall not sell original artifacts, such as potsherds or battlefield relics, to which the Antiquities Act of June 8, 1906 (16 U.S.C. Sec. 431-433) or 43 C.F.R., Part 3, would apply if discovered on public lands, notwithstanding whether such objects were in fact discovered on lands owned or controlled by the United States.

(3) The Association is not by this Agreement granted the right to sell items, the sale of which would infringe on applicable contract rights of a concessioner.

(4) The Association shall maintain a high standard of quality in all items produced or sold.

(5) The Association shall not sell any item which has not been approved by the park superintendent or an appropriate Service person, as designated by the Director. The Association shall allow publications to be reviewed by the Service on editorial and design quality.

(6) The Association shall sell items at fair market value provided that such prices shall be approved in advance by the park superintendent or an appropriate Service person, as designated by the Director.

(7) The Association shall display the sales items in good taste and in keeping with the general design and decor of the Park.

B. Facilities

(1) The Association may redesign and renovate existing sales facilities as necessary, including renovation of display structures, furnishings, equipment, signing, display lighting, and lighting in the immediate area of the facility, provided that all plans therefore are approved in advance by the Service.

(2) The Association shall keep the sales facilities clean and presentable throughout the workday.

(3) The Association shall exercise reasonable care to prevent damage to any Government property used by it during its operation and shall, insofar as possible, protect all such property.

(4) *

C. Records and Accounting

(1) The Association shall conduct its fiscal operations in accordance with accepted business practices, utilizing purchase orders, receipts, invoices, and inventory records.

(2) The Association shall comply with the Standard Accounting System for cooperating associations, which is attached as Exhibit A.

(3) The Association shall submit to the Director, through the Superintendent and the Regional Director, annually within 90 days following the end of each fiscal year a complete financial report. The report shall be accompanied by a written summary of Association activities for the year.

(4) The Director, or his designee, may review the records of the Association during the term of this Agreement.

D. Personnel

(1) The Association shall provide such personnel as are reasonably necessary to operate the sales facilities as indicated by the level of gross sales. These personnel may include, as necessary, a central business office staff, local facility managers, and sales

* Paragraph (4) has been designated to handle any special or unique problems. This point is negotiable.

clerks. Otherwise, Service personnel may offer sales items to the public as an incidental supplement to their interpretive duties.

(2) The Association shall designate an Association member or employee who is authorized to act as liaison with the Service.

(3) All Association employees involved in visitor contact shall be oriented in the park's visitor service programs and shall be certified by the park superintendent before assuming such responsibilities.

(4) An evident and distinct separation shall be maintained between the activities of the Association and those of the Service. All steps shall be taken to avoid even in appearance that the Service directs the management or decision-making process of the Association.

(5) Association personnel are not Government employees and are not authorized to undertake any Governmental function or activity on behalf of the Service beyond routine visitor information services and participation in museums and living history or like programs. Association employees shall not engage in activities which would reasonably lead the visiting public to conclude that they are Government employees. No Association employee shall wear a Service or other Government uniform. All Association employees shall wear some easily observable and readily identifiable indicia of Association affiliation while in the Park on Association business.

E. Approvals

(1) Hours of operation, rates and prices, standards of service, and merchandise to be sold shall be subject to the approval of the Director.

(2) The Association may at any time make a written request for such necessary approvals. Failure to disapprove within thirty days of receipt of such written request shall be deemed to constitute Service approval. This subparagraph does not apply to the approval required by subparagraph 2B(1).

F. Interpretive Activities

(1) Interpretive activities engaged in by the Association must meet Service standards and be approved by the Park Superintendent.

(2) Interpretive activities conducted by the Association will be directed by the Park Superintendent or through the executive secretary, when a Service employee, provided, however, the Association personnel shall only be available for the purposes of the interpretive activity.

3. SERVICE RESPONSIBILITIES

The Service agrees to allow the Association to use those facilities within the Park which are designated in Exhibit B for the sale of educational and interpretive items for the benefit of the visiting public.

A. Sales Items

The Service shall cooperate with the Association in the planning and design of merchandise appropriate for sale by the Association at the facilities provided therefore by the Service.

B. Facilities

(1) The Service shall provide the Association with such sales and other facilities as are identified in Exhibit B, and such other facilities as may hereafter deemed necessary or desirable by the Service, provided that the Service reserves the right to relocate or withdraw any such facilities in order to meet needs of the Service upon reasonable notice. The Service shall have emergency access to all facilities, which shall also be subject to the right of the Service to make such surveys and inspections as the Service deems necessary.

(2) The Service reserves the right to design and construct any new facilities, and shall allow the Association to review and comment on any plans therefore.

(3) The Service shall provide the Association with incidental utility services at each assigned facility, including water, electricity, heat, air conditioning (if available in the building), to the extent these utilities are required for the operation of the building for Governmental purposes. All other utilities will be provided the Association on a reimbursable basis.

(4) The Service shall provide all general maintenance and repair services for the Government-owned buildings.

(5) The Service shall designate an employee who shall act as liaison with the Association.

4. SUPPLEMENTAL AGREEMENTS

The Service and the Association further agree that, by supplemental agreement, the Association may offer additional educational and interpretive services which support the mission of the Park. This includes

assisting, planning, and conducting the presentation of interpretive and educational programs, involving as needed, but not limited to, employment of interpreters, purchasing of supplies, and sale of program products.

5. INDEMNIFICATION AND INSURANCE

A. The Association shall indemnify, save and hold harmless and defend the United States against all fines, claims, damages, losses, judgments, and expenses arising out of or from any omission or activity of the Association in connection with activities under this Agreement.

*B. The Association shall procure public and employee liability insurance with a minimum limitation of \$100,000.00 for any number of claims from any one incident, with respect to the activities of the Association and its employees. The United States of America shall be named as an additional insured on all such policies. All such policies shall specify that the insurer shall have no right of subrogation against the United States for payment of any premiums or deductibles thereunder, and such insurance policies shall be assumed by, credited to the account of, and undertaken at the Association's sole risk.

6. ASSOCIATION ORGANIZATION

A. The Association's Articles of Incorporation and By-Laws shall comply with requirements of the State in which the Association is incorporated. Non-profit status must be maintained in accordance with Federal and State laws and the Association will make available for inspection at the request of the Service documents demonstrating non-profit status. This contract will automatically terminate if non-profit status is lost.

B. Non-Service representation on the Board of Directors must be a majority. Service employees shall not represent the Association in any matter between the Association and the Service. When acting as an Officer or Association Board Member, a Service employee shall not participate in any Association decision concerning the relationship of the Association to the Service, including, but not limited to, executing or negotiating contracts, signing checks or hiring or firing Association employees.

C. The role of the Executive Secretary, or, in the case of an amalgamation, the equivalent position, when a Service employee, is to

* This paragraph is non-negotiable except the "minimum limitation" of insurance. Acceptable coverage is left to the discretion of the Association. A \$100,000 minimum is advised even for the smaller Associations.

represent the interests of the National Park Service and to provide cooperative assistance to the Association. His or her scope of Association responsibility shall be limited to providing assistance in overseeing the day-to-day, routine business of the Association, and serving as liaison between the Service and the Association.

D. The Association treasurer shall not be a Service employee.

7. ASSIGNMENT

No transfer or assignment of this Agreement or of any part thereof or interest therein, directly or indirectly, voluntary or involuntary, shall be made unless such transfer or assignment is first approved by the Director or his authorized representative in writing.

8. APPROPRIATIONS

Nothing herein contained shall be construed as binding the Service to expend in any one fiscal year any sum in excess of appropriations made by Congress or administratively allocated for the purposes of this Agreement for the fiscal year, or to involve the Service in any contract or other obligation for the further expenditure of money in excess of such appropriations or allocation.

9. MISCELLANEOUS

A. The rights and benefits conferred by this Agreement shall be subject to the laws of the United States governing the National Park Service and to the rules and regulations promulgated thereunder, whether now in force or hereafter enacted or provided; and the mention of specific restrictions, conditions, and stipulations herein shall not be construed as in any way impairing the general powers of supervision, regulation and control by the Service.

B. No member of, or delegate to, Congress, or Resident Commissioner, shall be admitted to any share or part of this Agreement or to any benefit that may arise therefrom, but this restriction shall not be construed to extend to this Agreement if made with a corporation or company for its general benefit.

C. The Association agrees that all its activities shall be conducted in accordance with all applicable laws and regulations, both State and Federal. Specifically, the Association shall comply with the requirements of (a) Executive Order No. 11246 of September 24, 1967, (b) Title V., Section 503 of the Rehabilitation Act of September 26, 1973 (P.L. 93-112), which requires Government Contractors and Sub-contractors to take affirmative action to employ and to advance in

employment qualified handicapped individuals, and (c) with regulations heretofore or hereafter promulgated, relating to nondiscrimination in employment and in providing facilities and service to the public, as set forth in Exhibit B attached hereto and made a part thereof.

D. In all cases where rights or privileges are granted herein in general or indefinite terms, the extent of the use of such rights or privileges by the Association shall be determined by further written agreement.

This Agreement is effective between the Association and the Service with regard to the following specified national park sites, which are collectively referred to throughout this Agreement as the "Park," to wit:

(1) Everglades National Park

(2) Ft. Jefferson National Monument

(3) _____

(4) _____

etc.

IN WITNESS WHEREOF, the Association has caused this Agreement to be executed this 1st day of June 1978.

Everglades Natural History Assn., Inc.
Cooperating Association

By: Richard E. Dille
Chairman, Board of Directors

IN WITNESS WHEREOF, the Service has caused this Agreement to be ratified this _____ day of _____.

National Park Service

By: Joe Brown

INTRODUCTION
TO
STANDARD ACCOUNTING SYSTEM

The Cooperating Association Standard Accounting System prescribed herein covers the basic requirements for enabling associations to comply with regulations under Section 501(c)(3) of the Internal Revenue Code, and therefore provides the National Park Service with financial information to satisfy its needs.

Associations will no longer be required to use the old standard accounting system account numbers prescribed in the cooperating association management handbook; however, most associations will find it convenient to continue to use those accounts and numbers that are necessary to meet the requirements of the new annual financial report. Each association should consult with its own certified Public Accountant or auditor, and operate according to the individual needs to meet day-to-day business requirements and the requirements of the annual reporting form 10-6 (see attached). Two published guidelines are herewith recommended:

Financial Recordkeeping for Small Stores, Small Business Management Series No. 32, Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

A Manual on Bookselling, How to Open and Run Your Own Bookstore, Crown Publishers, Inc., One Park Ave., New York, NY 10016.

There are many other simplified accounting guides on the market. Choose the one which best meets your requirements.

The following annual report requirements must be met:

1. The Cooperating Association fiscal year runs from October 1 through September 30.
2. Audits by a C.P.A. are not required for associations with gross sales amounting to less than \$100,000.
3. A complete annual financial report supported by the audit verification and accompanied by a written summary of association activities for the year will be submitted to the Director, NPS, Attn: Cooperating Association Coordinator, Harpers Ferry Center, Harpers Ferry, WV 25425, within 90 days of end of the fiscal year or January 1. One copy is to be submitted by the same date to the Regional Director, Attn: Regional Cooperating Association Coordinator.

Please note that the IRS requirements for submission of Form 990 is the 15th of the fifth month following the end of the fiscal year. The NPS requirement remains 90 days.

4. Non-profit and tax exempt status must be maintained in accordance with State and local specifications. In order to maintain tax exempt status with the Internal Revenue Service, you must file an application for recognition under section 501(c)(3) of the Internal Revenue Code (Form 1023).

5. Complete IRS Form 990 according to instructions and copy (1) for submission as a part of your annual report. [Note that penalties for delay in submitting Form 990 to IRS is \$10 per day.] Keep up to date on IRS revisions and new rulings on Form 990. Also note that Form 990 is subject to public inspection.

6. Schedule A, NPS Form 10-6, Aid to National Park Service and Statement of Sales, is to be completed as before. Note that current year aid total should agree with Item 11, Part I, IRS Form 990, and sales total should agree with Item 1, Part II, IRS Form 990.

The statement of sales and aid to the National Park Service can be developed from an analysis of the sales account and the account reflecting the "Disbursements for purpose for which exempt" [aid to NPS] or separate accounts may be maintained for the breakdowns included on the two statements.

7. The Auditor's Opinion remains the same as the old Form 10-6, but may be changed by your auditor to reflect that the report covers the statements included on IRS Form 990.

EXHIBIT T

ARTICLES
OF INCORPORATION
OF
CRADLE OF FORESTRY IN AMERICA
INTERPRETIVE ASSOCIATION.
(NAME OF CORPORATION)
A NON-PROFIT CORPORATION

IN TESTIMONY WHEREOF, we have hereunto set our hands, this the 18th day
of January, A.D. 1972.

[Signature]

STATE OF North Carolina
COUNTY OF Buncombe

This is to certify that on the 18th day of January, A.D. 1972, before
me, a notary public in and for the State of N. C. personally appeared

who, I am satisfied, are the persons named in and who executed the foregoing Article of Incorporation, and I having first made known to them the contents thereof, they did each acknowledge that they signed and delivered the same as their voluntary act and deed for the uses and purposes therein expressed.

In Testimony Whereof, I have hereunto set my hand and official seal, this the 18th day
of January, A.D. 1972.

[Signature]

Notary Public

(L. S.)

My commission expires 10/31/74.

*Insert any provisions desired to be included in the Articles of Incorporation such as: regulation of internal affairs of the corporation, any matters required to be set forth in the by-laws, etc. See Chapter 55A of the General Statutes.



ARTICLES OF INCORPORATION

OF

CRADLE OF FORESTRY IN AMERICA INTERPRETIVE ASSOCIATION

(Name of Corporation)

A NON-PROFIT CORPORATION

We, the undersigned natural persons of the age of twenty-one years or more, acting as Incorporators for the purpose of creating a non-profit corporation under the laws of the State of North Carolina, as contained in Chapter 55A of the General Statutes of North Carolina, entitled "Non-Profit Corporation Act", and the several amendments thereto, do hereby set forth:

1. The name of the corporation is the Cradle of Forestry in America Interpretive Association.
2. The period of duration of the corporation shall be perpetual, or until such time as determined by a majority of the Board of Directors or the Forest Service.
(May be perpetual or for a limited period)
3. The purposes for which the corporation is organized are: to assist in the educational, historical, and interpretive activities of the National Forest System, co-operating to sponsor, prepare, publish, and sell books, pamphlets, folders, maps, or other printed material, and to handle, buy, and sell Government and private publications, illustrative materials, goods, and merchandise approved by the Regional Forester - Southern Region of the Forest Service. To assist in the development and maintenance of the Cradle of Forestry in America, North Carolina National Forests library facilities, and in preserving historical information, promoting historical and publication research, and furthering the aims of the conservation education program.
4. The corporation is to have the following class or classes of members: (If there are to be no members, so state.) Member class: any person who wants to advance the aims of the Association and assist it in its activities, shall be eligible for membership upon application to the Executive Secretary. Race, color, creed, and National origin will not be a condition of membership.
5. Directors of the corporation shall be elected in the following manner: Selected by the initial members incorporating the Association to serve until 1973; thereafter, elected for a 2-year term by the membership of the association.
6. The address of the initial registered office of the corporation is as follows:
Street address, (if none, so state) Route 6, Box 277
City or town Asheville, North Carolina 28803
County Buncombe
The name of the initial registered agent of the corporation at the above address is Peter J. Hanlon

7. The number of directors constituting the initial board of directors shall be nine, and the names and addresses (including street and number, if any) of the persons who are to serve as directors until the first meeting of the corporation or until their successors are elected and qualified are:

NAME	STREET ADDRESS (If none, so state)	CITY OR TOWN
Peter J. Hanlon	Rt. 6, Box 277	Asheville, N. C.
George M. Stephens, Sr.	4 Hilltop Road	Asheville, N. C.
John Parris	P. O. Box 638	Sylva, N. C.
Charles L. Russell	34 Franklin Street	Brevard, N. C.
Mrs. W. H. Thorne	60 Dillingham Road	Asheville, N. C.
Mrs. Verne Rhoades	P. O. Box 8006	Asheville, N. C.

See Continuation of Board of Directors - Item 10

8. The names and addresses (including street and number, if any) of all the incorporators are:

NAME	STREET ADDRESS (If none, so state)	CITY OR TOWN
Peter J. Hanlon	Rt. 6, Box 277	Asheville, N. C.
George M. Stephens, Sr.	4 Hilltop Road	Asheville, N. C.

9. In addition to the powers granted corporations under the laws of the State of North Carolina, the corporation shall have full power and authority to

10.

The Board of Directors will determine if membership fees and/or annual dues are needed, and will fix the amount of these, annually reviewing and making any necessary changes in them, by majority vote of the Board.

The Board of Directors will pattern the policy and direct the activities of the Association through the Executive Secretary.

By-Laws prepared by the incorporators, will be accepted, rejected, or revised by the Board of Directors at its first meeting. The By-Laws will then be placed before the membership for approval, a vote of the majority of membership present at a regular meeting or voting by mail ballot constituting approval. Any amendments of the By-Laws will originate with the Board of Directors and before such amendments take effect they will be approved by the membership as aforesaid.

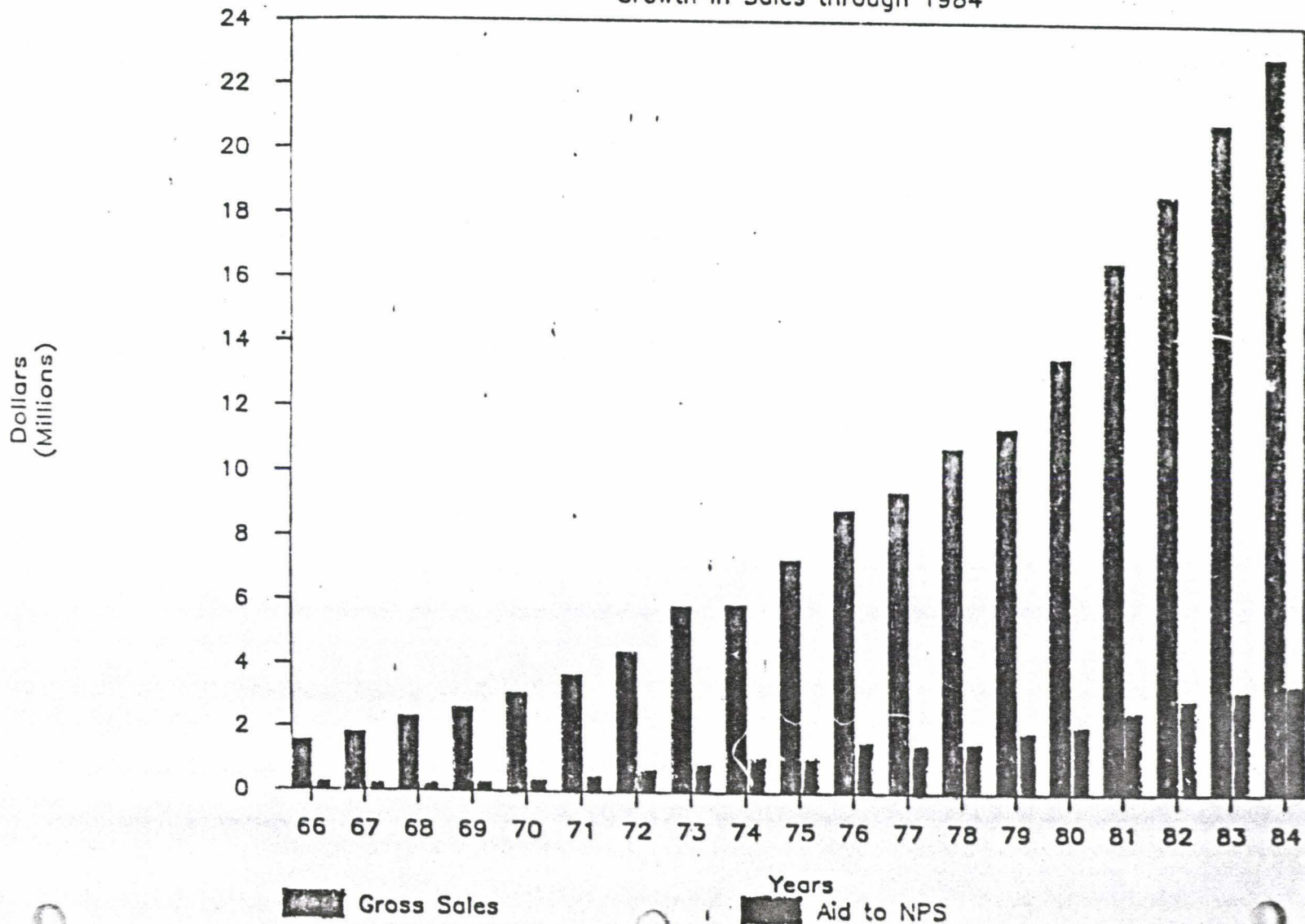
All properties and assets of the Association upon dissolution of the Association, after payment of any claims against it, shall accrue to and be donated to the Cradle of Forestry in America.

Continuation of Board of Directors

James G. Hollandsworth	Asheville School for Boys	Asheville, N. C.
Bernard Elias	25 White Oak Road	Asheville, N. C.
James K. Vessey	Whispering Waters Apts. 2-6	Winter Park, Florida

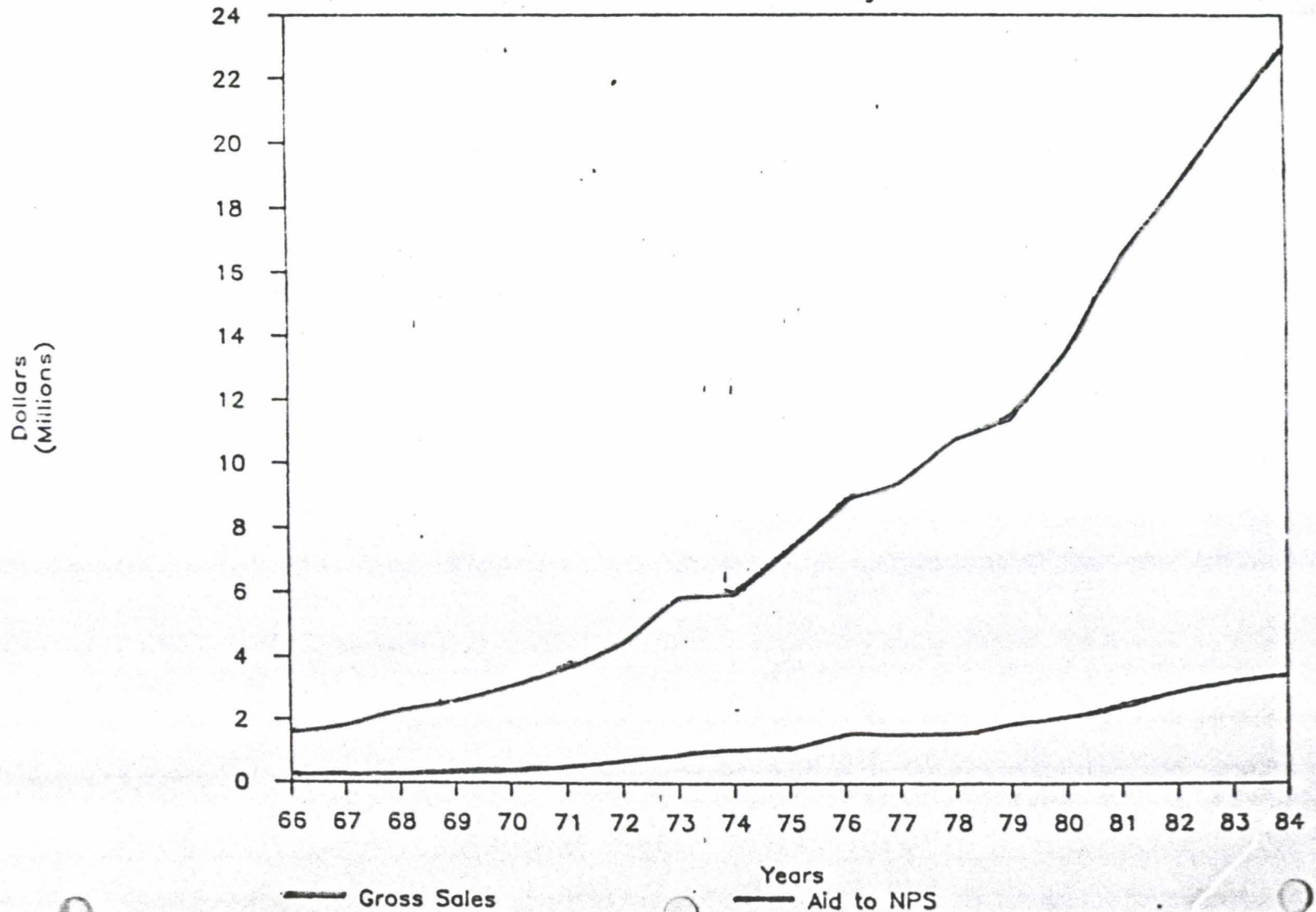
Nat'l Park Cooperating Associations

Growth in Sales through 1984



Nat'l Park Cooperating Associations

Growth in Sales through 1984



NATIONAL PARK COOPERATING ASSOCIATIONS

GROWTH IN SALES THROUGH 1984

<u>Year</u>	<u>Year</u>	<u>Gross Sales</u>	<u>Aid to NPS</u> <u>Aid to Director's</u> <u>NPS Fund</u>
1966	66	\$1,567,049	\$250,906
1967	67	\$1,829,671	\$229,788
1968	68	\$2,344,289	\$264,198
1969	69	\$2,636,399	\$316,639
1970	70	\$3,125,000	\$374,738
1971	71	\$3,714,402	\$501,787
1972	72	\$4,448,030	\$722,439
1973	73	\$5,876,520	\$909,188
1974	74	\$5,929,240	\$1,125,675
1975	75	\$7,353,707	\$1,079,791
1976	76	\$8,895,895	\$1,610,149
1977	77	\$9,454,859	\$1,583,309
1978	78	\$10,817,694	\$1,931,253
1979	79	\$11,421,928	\$1,931,253
1980	80	\$13,576,461	\$2,132,601
1981	81	\$16,569,875	\$2,586,800
1982	82	\$18,673,421	\$2,981,389
1983	83	\$20,943,420	\$3,290,845
1984	84	\$23,000,000	\$3,500,000

Animal Friends of the Smokies	
32 pp., illustrated	\$ 1.98
Coloring book - Great Smoky Mountains National Park	
32 pp.	\$ 1.29
The Baby Bears (A Golden Book)	
24 pp., full color	\$ 1.25
Great Smoky Mountains National Park	
48 pp., full color, hardbound	\$ 4.95

Tunes of the Big Ridge and the Great Smoky Mountains - Mountain music played on the fretted dulcimer and harmonica. Cassette w/24 pp. booklet. **\$ 8.98**

Slide/Tape Program - An introduction to the Perk and its resources. 40 slides w/corresponding narration **\$12.95**

Sanctuary: Great Smokies - A glimpse into this mountain wilderness. Videocassette **\$42.00**

Slide Sets - Several sets are available, please write for individual descriptions of each set.

5 slides **\$ 1.25**

Tour Booklets	
Cades Cove Auto Tour Guide	\$.25
Roaring Fork Auto Tour Guide	\$.25
Pioneer Farmstead Guide	\$.25
Informational Leaflets (with maps)	
Auto Touring	\$.15
Walks & Hikes	\$.15
Streams & Waterfalls	\$.15
Mountain People	\$.15
Flora & Wildflowers	\$.15
Wildlife	\$.15

Posters	
"Vista With Mountain Ash" by internationally-known photographer Eliot Porter.	
17" x 23" vertical	\$ 3.95
Grotto Falls	
18" x 24" vertical	\$ 3.95
Cades Cove sunrise	
18" x 24" horizontal	\$ 3.95
Fall color panorama	
18" x 24" horizontal	\$ 3.95
Patches (embroidered, sew-on)	
Great Smokies	
Cades Cove	\$ 2.49
	\$ 2.49

Hiker's Map of the Smokies from The Smoka Club's Hiker's Guide.	\$ 1.95
100 Favorite Trails Caroline Mountain Club & Smoky Mountains Hiking Club	\$ 2.00
Pictorial Map of the Great Smoky Mountains Area Aerial Photography Services.	\$ 1.00
Topographic Map of Great Smoky Mountains National Park USGS.	\$ 4.00
Individual Cased Maps USGS.	\$ 2.50

Maps are shipped folded, please order by name from the diagram below.

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Great Smoky Mountains Natural History Association is a non-profit organization, cooperating with the National Park Service to provide interpretive literature for Park visitors. Proceeds from the sale of publications are used to support the educational and visitor services programs of Great Smoky Mountains National Park.

Members of Great Smoky Mountains Natural History Association may deduct 15% from the list prices shown on this order form.

All books have paper covers, except where noted.
Prices effective 3/85, subject to change.

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EXPIRATION DATE _____

SIGNATURE _____

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☐ Charge to: ☐ Mastercard ☐ Visa

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PRICES SUBJECT TO CHANGE WITHOUT NOTICE (Revised 3/85)

TOTAL AMOUNT DUE	
8. HANDLING CHARGE	\$2.50
PURCHASE AMOUNT	

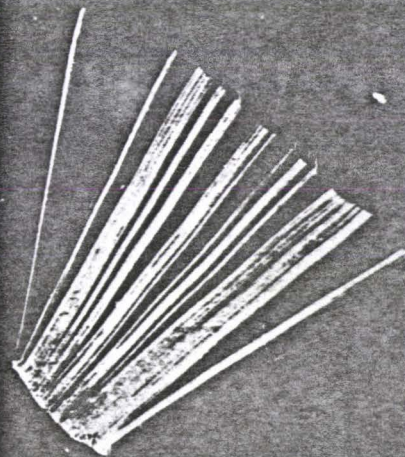
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ORDER FORM
Please send the following order to:

SEND CHECK OR MONEY ORDER TO: GREAT SMOKY MOUNTAINS NATIONAL HISTORY ASSOCIATION
GATLINBURG, TENNESSEE 37738 615/436-7318

PUBLICATIONS LIST

GREAT SMOKY MOUNTAINS
NATURAL HISTORY ASSOCIATION, INC.
Gatlinburg Tennessee 37738



GENERAL

Great Smoky Mountains: The Story Behind the Scenery - This book provides a general overview of the Park's natural resources and cultural history.
48 pp. full color. \$ 3.75

Strangers In High Places - Michael Frome tells the story of the Great Smoky Mountains and their inhabitants - from the Cherokee Indians and the earliest settlers, to lumbermen, moonshiners and finally, park rangers.
391 pp. \$ 8.50

A Wonderment of Mountains - A selection of local newspaper columns on the Great Smokies, by outdoor writer Carson Brewer.
198 pp. \$ 9.95

NATURAL HISTORY

Great Smoky Mountains National Park - Handbook 112 - The official National Park Service handbook on the natural history of the Park. Includes a guide and advisor section on things to see and do.
125 pp. full color. \$ 4.75

A Naturalist's Notebook - Based on the exhibit at Sugarlands Visitor Center, this large-format book features the art of nationally-known wildlife illustrator John Dawson and represents the field notebook of an imaginary naturalist, his sketches and observations of plant and animal life found in the various ecosystems of the Smokies.
130 pp. 48 in color. \$ 7.95

Great Smoky Mountains Wildflowers - A guide to the Park's common wildflowers, when and where to find them.
114 pp. full color. \$ 4.95

Wildflowers in Color - Photographs and descriptions of the most-often-seen wildflowers of Great Smoky Mountains National Park, Shenandoah National Park, and the Blue Ridge Parkway.
144 pp. full color. \$ 3.95

Trees of the Great Smoky Mountains National Park - An illustrated identification booklet with brief descriptions of the trees of the Smokies.
32 pp. B&W. \$ 1.95

Ferns of the Great Smoky Mountains National Park - An illustrated guide to aid in identifying the ferns of Great Smoky Mountains National Park.
16 pp. B&W. \$ 1.00

Keys and Checklist to the Common Spring Wildflowers of the Great Smoky Mountains National Park
24 pp. \$ 2.00

Trees, Shrubs, and Woody Vines of Great Smoky Mountains National Park
198 pp. B&W. \$ 4.95

Mammals of Great Smoky Mountains National Park
114 pp. B&W. \$ 4.95

Amphibians and Reptiles of Great Smoky Mountains National Park
98 pp. B&W. \$ 4.95

Geology of the Great Smoky Mountains National Park - USGS Professional Paper 587. With map.
24 pp. \$ 5.00

Smoky Mountains Trout Fishing Guide
117 pp. B&W. \$ 7.95

PICTORIAL GUIDES

Great Smoky Mountains National Park - Aerial Photography Services, Inc.
#1 - 32 pp. full color. \$ 1.00
#2 - 32 pp. full color. \$ 1.99
#3 - 72 pp. full color. \$ 7.95

NATURE STUDY

The Earth Speaks - A collection of quotes, essays, poetry, etc. on nature and wilderness issues.
186 pp. \$ 9.95

A Guide to Bird Behavior, I & II - Beyond identification, these volumes describe the behavior of birds - why they do what they do.
336 pp. hardbound, each. \$14.95

A Guide to Observing Insect Lives
371 pp. \$14.50

Fieldbook of Nature Photography (a Sierra Club Totebook)
209 pp. B&W and color. \$ 7.95

Reading the Outdoors at Night
191 pp. \$ 9.95

Nature Discoveries with a Hand Lens
412 pp. \$ 6.00

HIKING GUIDES

Hiker's Guide to the Smokies (a Sierra Club Totebook)
375 pp. maps. \$ 9.95

Walks in the Great Smokies
189 pp. B&W. \$ 7.95

Hiking in the Great Smokies (Brewer)
66 pp. \$ 2.50

Appalachian Trail Guide #9 - Tennessee & North Carolina
254 pp. maps. \$10.95

BACKPACKING

The Complete Walker III
668 pp. \$11.95

Simple Foods for the Pack
212 pp. \$ 6.95

Backpacking One Step at a Time
366 pp. \$ 6.95

Land Navigation Handbook - The Sierra Club Guide to Map and Compass
230 pp. \$ 8.95

Starting Small in the Wilderness - The Sierra Club Outdoors Guide for Families
273 pp. \$ 6.95

Weathering the Wilderness - The Sierra Club Guide to Practical Meteorology
276 pp. \$ 8.95

HISTORY

At Home in the Smokies - Handbook 125 - The official National Park Service handbook on the cultural history of Great Smoky Mountains National Park.
160 pp. color and B&W. \$ 4.75

The Cades Cove Story - Dr. Randolph Shields' fascinating profile of the settlement, community life and individual pioneer families of Cades Cove.
118 pp. B&W. \$ 3.50

A Piece of the Smokies - With historic photographs and descriptive captions. This book provides a pictorial essay of pioneer life in the Smokies.
56 pp. B&W. \$ 3.95

That's Why They Call It - The placenames and lore of the Great Smokies.
20 pp. \$ 1.00

Mt. LeConte - Paul Adams relates the events surrounding his establishment of the first camp on Mt. LeConte in 1925.
65 pp. B&W. \$ 3.00

Birth of a National Park - Carlos C. Campbell's classic account of the history of the establishment of Great Smoky Mountains National Park.
154 pp. B&W, hardbound. \$ 9.50

Call Me Hillbilly - Gladys Trentham Russell reminisces about her life as a young girl growing up in the Sugarlands Valley.
96 pp. B&W. \$ 3.95

Gatlinburg-Cinderella City - Park historian Ed Trout tells of the growth of Gatlinburg from an isolated mountain community to a bustling tourist town of the 1980s. Historic photographs and 32 color plates.
160 pp. hardbound. \$19.95

Valley So Wild - Carson Brewer's story of the Little Tennessee River and the people who lived along its shores.
382 pp. hardbound. \$11.95

Memories of My Mountains - Recollections and poetry of former Park resident Alle Newman Maples.
92 pp. B&W. \$ 5.95

Mountain Ways: An Album of the Smokies - An intimate portrait of mountain people and their lifestyles, with over 600 photographs and accompanying captions.
304 pp. B&W, hardbound. \$30.00

Better I Stay - A local history of the Gatlinburg/Sugarlands area during pre-Park days, as told by the community's first "settlement school" nurse.
71 pp. B&W. \$ 2.75

Smoky Mountain Family Album - Gladys Trentham Russell's indexed collection of over 1,000 photographs and genealogical information on family groups, churches, schools and homesites in Sevier and Blount Counties.
320 pp. B&W, hardbound. \$36.00

FOLK CULTURE

Our Southern Highlanders - Originally published in 1913, Horace Kephart's colorful account of life among the mountain people of the Southern Appalachians remains a classic.
474 pp. B&W. \$ 7.95

Bits of Mountain Speech - Paul Fink's chronicle of the local vernacular, as it was before the Park was established.
32 pp. \$ 2.50

Pioneer Comforts and Kitchen Remedies - Recipes and anecdotes are interspersed with mountain cures for aches and pains.
24 pp. \$ 1.00

Southern Appalachian Mountain Cookbook
32 pp. \$ 1.00

Mountain Makins' in the Smokies
54 pp. \$ 1.50

80 Appalachian Folk Songs
109 pp. \$ 5.95

Aunt Arie - A Foxfire Portrait
218 pp. B&W. \$ 9.95

Our Smokies Heritage
160 pp. B&W and color illustrations. \$ 9.95

SOUTHERN APPALACHIAN HANDICRAFTS

A People and Their Quilts
214 pp. full color, softcover. \$19.95
hardbound. \$45.00

The Standard Book of Quilt Making and Collecting
273 pp. B&W. \$ 5.95

Baskets and Basket Makers in Southern Appalachia
191 pp. B&W. \$14.95

Guns and Gunmaking Tools of Southern Appalachia
118 pp. B&W. \$ 9.95

Musical Instruments of the Southern Appalachian Mountains
95 pp. B&W. \$ 8.50

Handicrafts of the Southern Highlands
370 pp. \$ 7.95

A Primer of Handicrafts of the Southern Appalachians
62 pp. \$ 1.50

CHEROKEE INDIANS

The Cherokees of the Smoky Mountains - Rewritten from the papers of acclaimed author Horace Kephart, and first published in 1936. This is the story of the Eastern Band of Cherokees and their tragic westward removal on the "Trail of Tears".
36 pp. B&W. \$ 2.95

The Story of the Cherokee People
48 pp. \$ 1.75

Cherokee Legends and the Trail of Tears
32 pp. \$ 1.50

EXHIBIT L

NATIONAL PARK SERVICE

GUIDELINES ON ITEMS TO BE SOLD BY

INTERPRETIVE ASSOCIATION

VISITOR CONVENIENCE ITEMS AND CONCESSION PERMITS

~~Cooperating Associations are established to aid and promote the interpretive, historical, scientific, and educational activities of the National Park Service.~~ When the Service determines it is necessary for the comfort and convenience of park visitors, and concessioners are not presently providing such services, the Service may authorize Cooperating Associations to sell visitor convenience items which may include:

- (1. Hot or cold non-alcoholic beverages (dispensing machines preferable)
- (2. Feminine hygiene products
- (3. Aspirin/antacids
- (4. Insect repellent, sun screen, etc.
- (5. Emergency fuel for campground use only (wood, gasoline, etc.)
- (6. Undeveloped film and blank video tapes
- (7. Postage stamps

The sale of visitor convenience items, however, fall within the purview of the Concessions Policy Act and must be managed in exactly the same manner as concession permits/contracts issued to concessioners.

Therefore, superintendents or regional directors must take the necessary steps to issue the appropriate concession authorization for the sale of visitor convenience items pursuant to Special Directive 78-7 and the concessions program as enunciated in P.L. 89-249, 36 CFR, Part 5.3 and part 51, Chapters 5 and 6 of the Concession Guideline (NPS-48).

When concession authorizations are awarded to Cooperating Associations for the sale of convenience items, franchise fees are determined pursuant to established concession procedures and deposited into the U.S. Treasury under the Visitor Facility Fund account number.

The issuance of a concession authorization for the first time to a Cooperating Association can be sole sourced for a 5-year term without public notice pursuant to 36 CFR 51.4(f). When renewed, however, the concession opportunity must be advertised using normal renewal procedures.

In addition to NPS-48 and NPS-32, the following guideposts apply:

1. Except where a compatible sales arrangements can be established or is now working, it is not in the public interest for

a concessioner and an Association to carry on duplicative, competitive operations in the same building.

2. It is in the public interest for the visitor to have easy, ready access to educational/interpretive materials--especially publications. In some cases, Associations have produced materials indigenous to the parks in which they operate, such as books, postcards, slides, films, and videocassettes. They should be encouraged to wholesale these materials to concessioners at appropriate discounts.

3. Visitor convenience items and related merchandise, such as unexposed film, may not be handled by Association outlets, except under conditions stated in items 4 and 5 below.

4. In seasons when concession operations are closed and an agreement can be worked out with the concessioner, and in isolated locations where no concessioner or other commercial outlet is readily available, Associations may be requested to offer convenience and related merchandise to enhance the comfort and enjoyment of the visitor as long as such items are covered with the Association under a concession authorization.

5. Associations may not be authorized to sell convenience and related merchandise until and unless any preferential right to additional services of a concessioner have been fully respected under the terms of a concession authorization.

All associations selling more than \$100,000 in visitor convenience items are subject to Congressional review. Regional coordinators and concessions offices should be consulted.

THEME-RELATED SALES OBJECTS

Associations may make available theme-related objects which, in the best judgment of the park interpretive staff, can effectively contribute to the success of the park interpretive program. Critical evaluation of appropriate versus souvenir objects is extremely important to both the Service and IRS status.

Theme-related objects will be appropriate for sale when:

1. They relate to the basic park theme(s) and are sold as objects solely in and of themselves (generally identified by means of an

accompanying written message); they accurately reflect the original purpose and are not altered by extraneous features.

2. Reproductions are so marked (permanently) to distinguish them from artifacts.

3. Crafts are hand-made in the United States by local craftspersons. Craft or other cultural items from outside the park should be made, where possible, by persons born to the culture represented and should be made from authentic raw materials using authentic methods and specifications.

4. They are not historic or natural non-renewable resources.

5. They are quality products.

6. They have been approved by the superintendent.

Appropriate and Inappropriate Objects

The primary function of any sale object must be educational, interpretive, or commemorative. The following are examples:

Appropriate	Inappropriate
Authentic replica of 18th century beer mug (used on site)	Glass beer mug with name and/or symbol of the park on decal or embossed
Scale model of lighthouse	Miniature of lighthouse made into a paperweight, charm, tictack
Original paintings (and prints) of park wild flowers reproduced on postcards, posters, note-cards, calendars (with interpretive messages)	Same paintings of park wild flowers reproduced on china plates, coffee mugs, T-shirts, button-pins
Model of dinosaur skeleton	Same model encased in plexi-glass for bookends
Recording of wolf-calls "The Language and Music of the Wolves," Robert Redford narrating	Recording of "Songs of the National Parks," Stan Jones, Disney Records
Cast mini-balls (authentic metals)	Same mini-balls in desk sets
Park commemorative postage stamps and first-day of issue envelopes	Same stamps or envelopes framed as a wall ornament, set in a key chain, or displayed in similar fashion

Appropriate	Inappropriate
American Indian pottery (contemporary, hand-made by local natives)	Same pottery made into lamps
Mobiles of whales or other park plants or wildlife to scale (site-related)	Mobiles of reproductions of South American butterflies (non-site-related)
Same-size reproduction of a fossil	Original fossils
Honey produced as product of a historical demonstration (renewable resource)	Sea shells (non-renewable natural resource)

The following are examples of items considered totally inappropriate:

- Patches
- Jewelry (excluding Native American crafts)
- Decals
- Pins with messages
- Bumper stickers
- T-shirts
- Any item that might offend a minority, ethnic, or religious group, or
could be considered in poor taste.

OCALA NATIONAL FOREST INTERPRETIVE ASSOCIATION

PROJECTED GROSS INCOME 1987 THROUGH 1995

<u>Year</u>	<u>Income (Dollars)</u>	<u>Aid to Forest Service</u>
1988 *	\$ 20,000	\$ 0
1989	75,000	0
1990	105,000	14,700
1991	141,750	21,800
1992	170,000	25,800
1993	204,120	34,600
1994	244,944	41,200
1995	293,932	46,100
TOTALS	\$1,254,846	\$174,200

* First full year

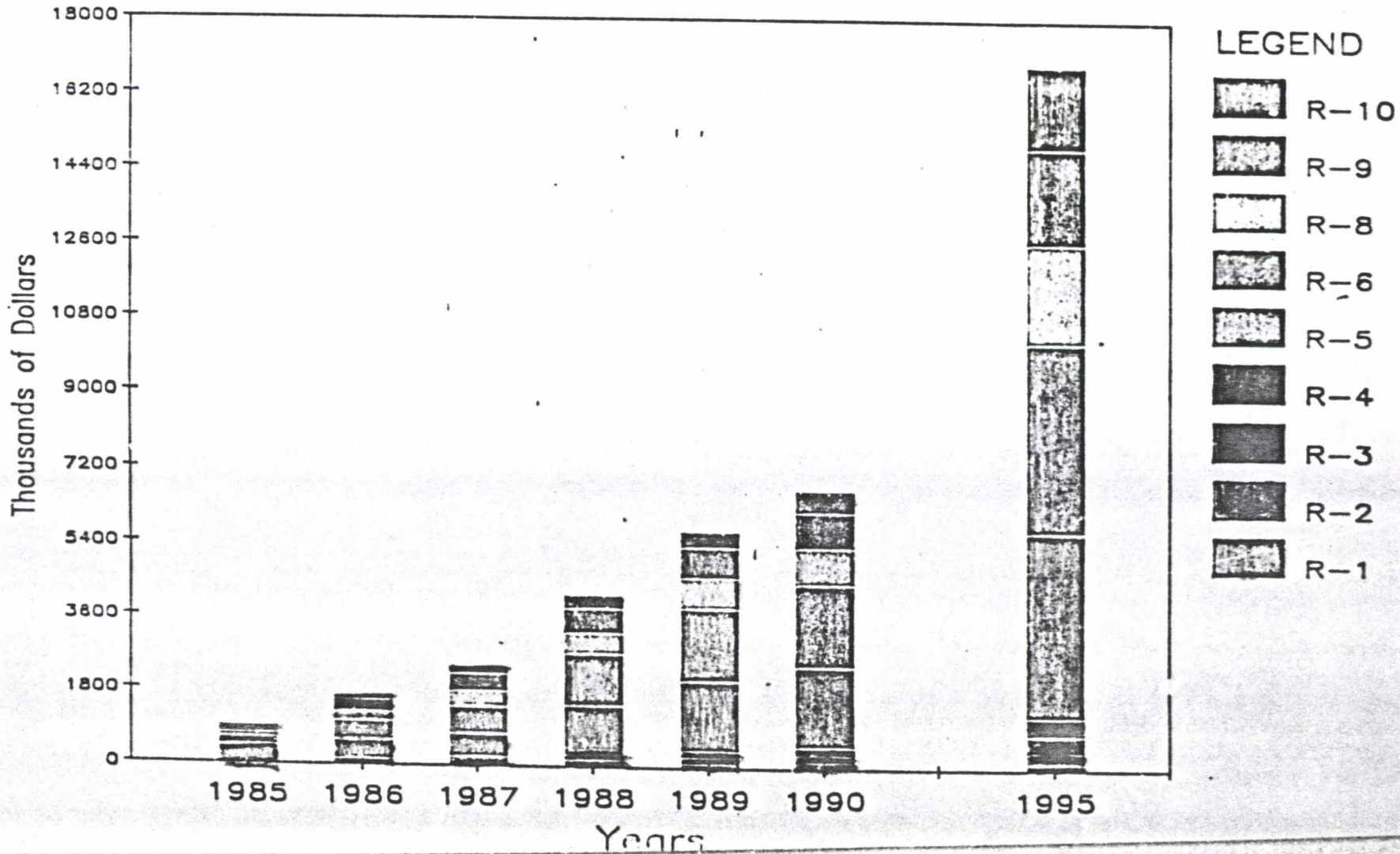
The above estimates are based on projected Interpretive Association gross income for Region 8 and anticipated acceptance of the Association by visitors to the Ocala National Forest.

The Aid to the Forest Service can be:

1. Developing and printing brochures.
2. Revenue set aside for construction of an adequate Visitor Information Center.
3. The purchase of equipment, materials, or supplies needed by the Forest Service.
4. Payment of interpretive employees salaries to sell camp stamps, provide informational services and programs, etc.

By the year 1990 it would be realistic to expect that the Association would be hiring part-time and possible full-time employees to conduct its business. Volunteers would still play an important part in the Association for some time to come.

National Forests
Cooperation Association
Projected Gross Sales 1985 - 1995



National Forest Interpretive Association

Projected Gross Sales 1985-1995

	R-1	R-2	R-3	R-4	R-5	R-6	R-8	R-9	R-10	TOTAL GROSS SALES	Donations to NF
1985	12,000	3,500	10,000	55,000	350,000	200,000	100,000	120,000	50,000	900,500	126,070
1986	15,000	10,000	32,000	70,000	475,000	450,000	225,000	300,000	100,000	1,677,000	234,780
1987	27,000	20,000	75,000	95,000	560,000	650,000	375,000	430,000	200,000	2,432,000	340,480
1988	32,000	34,000	100,000	120,000	1,200,000	1,250,000	500,000	600,000	350,000	4,186,000	586,040
1989	37,000	57,000	158,000	150,000	1,700,000	1,750,000	760,000	750,000	400,000	5,762,000	806,680
1990	42,000	100,000	175,000	200,000	1,950,000	2,000,000	900,000	850,000	550,000	6,767,000	1,947,380
1995	150,000	250,000	420,000	450,000	4,500,000	4,500,000	2,400,000	2,300,000	2,000,000	16,970,000	2,375,800

Note: These are projected growth and sales programs for the next 10 years. The figures are conservative, this chart will give you some idea of the potential opportunities ahead for the interpretive associations. The growth of interpretive associations will have a major impact on our interpretive services program and/or public communications and service and the public.

EXHIBIT N

DEPARTMENT OF COMMERCE - DIVISION OF TOURISM
FLORIDA TOURISM SURVEY SYTEM
2ND QTR 85 - LESS THAN 120 NIGHTS
AUTOMOTIVE SURVEY

BASED ON 1,073 SURVEYS

WHAT WAS THE MAIN PURPOSE OF YOUR TRIP?

1.	Vacation	54.5%
2.	Personal	.7%
3.	Company or Government Business	1.8%
4.	Personal Business	2.9%
5.	Convention/Conference Trade Show	.4%
6.	Visit Friends or Relatives	38.8%
7.	Cruise	.0%
8.	Other	.9%

WHAT ADDITIONAL REASONS?

1.	Vacation	37.0%
2.	Personal	3.7%
3.	Company or Government Business	14.8%
4.	Personal Business	11.1%
5.	Convention/Conference Trade Show	.0%
6.	Visit Friends or Relatives	25.9%
7.	Cruise	3.7%
8.	Other	3.7%

HOW LONG SINCE YOUR LAST VISIT TO FLORIDA?

1.	Six Months or Less	24.7%
2.	Six Months to One Year	40.3%
3.	Two Years	11.3%
4.	Three Years	9.1%
5.	Four Years or More	14.5%

DEPARTMENT OF COMMERCE - DIVISION OF TOURISM
FLORIDA TOURISM SURVEY SYSTEM
AUTOMOTIVE SURVEY - COUNTY QUARTERLY REPORT
FIRST QUARTER - 1984

WHAT ATTRACTIONS DID YOU VISIT IN FLORIDA?

1.	EPCOT Center	32.9%
2.	Walt Disney World	20.8%
3.	Kennedy Space Center	10.6%
4.	Sea World	6.9%
5.	Busch Gardens	3.7%
6.	Florida's Silver Springs	2.8%
7.	Cypress Gardens	2.8%
8.	St. Augustine Alligator Farm	2.3%
9.	Marineland	1.9%
10.	Circus World	1.9%

All 10 of the forementioned attractions are located within 100 miles of the Ocala National Forest and many of the people visiting these attractions also visited the Ocala National Forest.

EXPENDITURES

Transportation	\$.49	Lodging	\$26.91
Gasoline	\$ 7.68	Entertainment	\$13.95
Food (Grocery)	\$ 6.91	Gifts	\$ 2.69
Food (Restaurant)	\$26.56	Other	\$ 2.66

Expenditure/Party/Day	\$87.85
Number/Party	2.3
Expenditure/Person/Day	\$38.20
Number of Nights in Volusia	8.8
Expenditures/Person/Trip	\$336.16
Total Expenditures	\$225,856,828

DEPARTMENT OF COMMERCE - DIVISION OF TOURISM
FLORIDA TOURISM SURVEY SYSTEM
ATR QUESTIONNAIRE - STATEWIDE QUARTERLY REPORT
SECOND QUARTER - 1985

WHAT WAS THE MAIN PURPOSE OF YOUR TRIP?

1.	Vacation	28.7%
2.	Personal	2.9%
3.	Company or Government Business	25.0%
4.	Personal Business	2.5%
5.	Convention/Conference Trade Show	1.9%
6.	Visit Friends or Relatives	34.0%
7.	Cruise	1.0%
8.	Other	3.9%

WHAT ADDITIONAL REASONS?

1.	Vacation	41.8%
2.	Personal	3.0%
3.	Company or Government Business	6.0%
4.	Personal Business	1.5%
5.	Convention/Conference Trade Show	.0%
6.	Visit Friends or Relatives	28.4%
7.	Cruise	16.4%
8.	Other	3.0%

HOW LONG SINCE YOUR LAST VISIT TO FLORIDA?

1.	Six Months or Less	37.6%
2.	Six Months to One Year	31.0%
3.	Two Years	13.0%
4.	Three Years	5.9%
5.	Four Years or More	12.4%

DEPARTMENT OF COMMERCE - DIVISION OF TOURISM
FLORIDA TOURISM SURVEY SYSTEM
AIR QUESTIONNAIR - STATEWIDE QUARTERLY REPORT
SECOND QUARTER - 1985

WHAT ATTRACTIONS DID YOU VISIT IN FLORIDA?

1.	Walt Disney World	23.8%
2.	EPCOT Center	23.1%
3.	Sea World	10.2%
4.	Busch Gardens	7.6%
5.	Kennedy Space Center	2.8%
6.	Cypress Gardens	2.5%
7.	Wet' N Wild	1.8%
8.	John Ringling Mesum of Art and Circus	1.4%
9.	Circus World	1.4%
10.	Church Street Station	1.2%

All 10 of the forementioned attractions are located within 100 miles of the Ocala National Forest and many of the people visiting these attractions also visited the Ocala National Forest.

EXPENDITURES

Transportation	\$28.82	Lodging	\$35.99
Gasoline	\$11.20	Entertainment	\$14.10
Food (Grocery)	\$17.39	Gifts	\$5.47
Food (Restaurant)	\$31.80	Other	\$5.08
Expenditure/Party/Day		\$142.00	
Number/Party		1.7	
Expenditures/Person/Day		\$83.53	
Number of Nights		12.6	
Expenditures/Person/Trip		\$1,052.48	